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A NATIONAL MARKETING PLAN

FOR

THE BUREAU OF LAND MANAGEMENT'S WILD HORSE & BURRO PROGRAM

Submitted by
Fleishman-Hillard, Inc.
January 12, 2001

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I. EXECUTIVE SUMMARY

Developing a market assessment and national marketing plan for the Wild Horse & Burro (WH&B) program is perhaps one of the most complex challenges ever undertaken by Fleishman-Hillard. But it's a story with a silver lining. Despite the inherent challenges and weaknesses in the WH&B program, we uncovered many strengthens and opportunities that can be leveraged to meet your goal: increasing the number of successful adoptions necessary to achieve appropriate management levels (AML).

We approached the task by conducting extensive interviews with many people and reading inches and inches of documents authored by the Bureau of Land Management (BLM) and outside consultants, news articles, congressional testimony, opposition papers and various advocacy statements. There is no dearth of material about the WH&B program. We met extensively with BLM officials in Washington and talked with WH&B specialists and public affairs specialists from around the country. We traveled to Nevada and met with officials from the state and national program offices who have been involved with the program for decades. We toured the Palomino Valley holding facility and got a first-hand look at what it's like to manage these Living Legends, and came away with a new appreciation for the majesty and mystique of these animals. We observed horse shows and adoption events in Las Vegas, NV and Vallejo, CA. We spent long hours talking to new and past adopters, volunteers and activists, all of whom are very passionate about the WH&B program and their willingness to help make it a greater success.

What we found is that there has been a tremendous amount of quality work done to strengthen the WH&B program in the face of many critics and obstacles. BLM recognizes that its staff is not marketing experts. They are range specialists and stewards of the land. In fact, they have become unparalleled experts in the management of rangeland and animal care. And they are public affairs practitioners trained and focused on the broad needs of communications demands. The work performed by the dedicated WH&B team is to be commended. All agree, however, that it is time to take the program to the next level or possibly risk its demise.

Indeed, the dynamic has shifted. The recent congressional appropriation of $9 million for the WH&B program has trained the national spotlight on BLM and raised the stakes. BLM must develop new markets for wild horses and show progress toward achieving AML, or face the loss of political support and funding for the program.

We have synthesized all of the existing research for this project, folded in new research and industry information, and informed it with our expertise as marketers and public relations professionals. The marketing plan presented in this document is multi-year, and multi-faceted, with specific executable detail designed to build to your goal of increasing the number of successful adoptions over a six-year period. As such, it provides BLM with an immediate start-up work plan that can be put into place to begin showing progress toward achieving AML.

The marketing plan focuses on two main areas – adoption event logistics and promotional activities, both locally and nationally – to capitalize on what we have learned from the principal areas of research. Centralization is the guidepost for this reorganization. By centralizing

logistics and marketing we put the baseline necessities in place that will enable the building of marketing programs. This is a critical structural change necessary before BLM can begin to increase adoption event visibility, logistics and efficiency.

The centralization of operations and marketing is predicated on BLM making a significant change in its organizational structure. The WH&B program cries out for a centralized team dedicated to carrying out all marketing plans and logistics on a national level. Based on interviews with officials at all levels of the organization and our analysis of the adoption process, we feel the WH&B program will be best served by a centralized team dedicated to executing certain scheduling, marketing and advertising functions on a national level. Therefore, we strongly recommend that BLM take the steps necessary to establish a team whose sole purpose it is to promote successful adoptions of wild horses and burros.

The success of this marketing plan depends heavily on the continued support of wild horse and public affairs specialists in the field. Absent the buy-in and support of these field specialists, this plan will likely fail. It is critical that they view this plan as something that strengthens the best of what they are currently employing in the field by setting up a centralized structure and adding program elements designed with an ear toward their expertise, and in an effort to make their jobs both easier and more successful. To this end, we recommend the plan be presented each year during the annual meetings of the horse specialists and public affairs groups to showcase its positive impact on the day-to-day operations of the field staff.

The first years of the plan concentrate on putting the right structural foundation in place to correct operational and promotional weaknesses and achieve some quick results. At the same time, we lay the groundwork for rolling out marketing activities of increasing scale in successive years of the plan. Each year of the plan is designed to build to the next, with research and evaluation conducted at the end of each year to measure results and make program adjustments.

Our marketing plan is packaged into five overarching program pillars, each with multiple tactical elements, targeting our key audiences. In the Adoption Support pillar, we centralize the logistics of scheduling adoptions and the manner in which they are promoted, and thereby lay the foundation for our marketing programs. In the next pillar, we establish a Post Adoption Support System that involves setting up a network of support around adopters that will make it more attractive for people to adopt and increase the numbers of successful adoptions.

In the Educational Outreach pillar, we recommend programs designed to create new opportunities to break into segments of the close-knit horse community and communicate the value of the wild horse. The National Program Awareness pillar includes media outreach programs to raise visibility with our target audiences on a national and regional level. The final pillar is Public Affairs. Although this was not a specific request in our contract with BLM, we feel strongly that public affairs must be integrated into our marketing efforts in order to help sustain the WH&B program. Here we recommend programs to educate key Members of Congress and the Administration about the WH&B program, inform them of its success, and offer them mutually beneficial opportunities to participate in various media programs designed to raise its visibility.

As a final note, Fleishman-Hillard was asked to write this marketing plan as if BLM was a private corporation with a product to market and a brand to build. We were encouraged to think

outside the constraints of bureaucracy and restrictions of regulations. As a federal government agency, we understand that BLM operates under certain limitations that may come into play when reviewing the feasibility of this plan. BLM will need to apply this filter when it comes time to implement program elements. We would be happy to discuss with BLM managers specific areas of concerns in meeting program needs while preserving the strategic direction and marketing impact of this plan.

Fleishman-Hillard is honored to have had the opportunity to work with BLM, and pleased to present our National Marketing Plan to promote the adoptions of wild horses and burros.

II. MARKET ASSESSMENT

A. ANALYSIS OF THE WH&B PROGRAM ADOPTION PROCESS

According to BLM's existing five-year plan, the mission of the Wild Horse & Burro (WH&B) program is to protect, manage, control and promote wild horses and burros as part of BLM's commitment to healthy resources on public lands, using partnerships, public involvement and science-based decision-making. Supported by the Wild Free-Roaming Horse and Burro Act of 1971, the BLM has advanced the science of appropriate management levels (AML) and enhanced its stewardship of the nation's multiuse federal lands programs.

The logistical strength of the BLM Wild Horse & Burro (WH&B) program is to be commended. The group of line staff that manages the horses throughout the system is dedicated to the animals' care and safety. Gathers are now done with an eye toward reducing injuries and the regulated health checks are strongly enforced.

As noted in its mission statement, the BLM program is founded on range management science. Horse specialists within the agency are range experts who also care about the health and well-being of the wild horse and burro. It is important to note that the removal of horses from the wild is based on what the public land can support within its multiple-use structure, thus focusing on AML. This perspective is one toehold for activists who paint themselves as advocates of the free-roaming horse.

The complex program is run by a variety of program areas and teams within the BLM organization. Program components involve experts from field staff, national program office staff and public affairs staff. The work of the program is just as diverse, and is carried out in diverse regions of the country. Because of the complexity of the program and its staffing, gaps in communication have emerged that could hamper the program's success going forward.

In addition, over the years that the wild horse program has been developed, a number of program, logistical and marketing recommendations have been made to BLM managers. Much research has been compiled on previous adopters. The research and recommendations have come from external and internal sources, including contracted research and marketing firms and academic organizations.

BLM realized that it needed to compile in a single, comprehensive assessment and planning effort, both its internal knowledge born of experience with the wild horse program, and the external information that has been amassed over the years. Therefore, this document will consider this existing information, fold in new research and industry information and provide a multi-year plan with specific executional detail. It is the intent of this program to move the horses through the system into successful adoptions or alternative placements for adoption-challenged animals.

BLM staffers concede that they are not marketers. They are range specialists, public affairs specialists, and biologists. They are stewards of the land. And with that stewardship, combined with the mandates of the act that entrusted the care of the wild horse and burro to them, they

have become world-class horse specialists. BLM's desire to seek professional counsel in marketing to improve the successful movement of these animals is a step forward toward providing the program with the pull-through dynamic of supply and demand marketing.

The adoption promotion process currently in place is based on local and sometimes regional efforts that are logistically supported through a central office. However, the promotion responsibility falls on the desk of the local Public Affairs Specialist (PAS), who is also charged with the promotions of all other BLM programs and activities. To help analyze the promotion process, we queried the PAS staff to determine what promotional activities were typically employed in the field.

We found that there are a lot of great activities going on, implemented by professionals who really care about the results. The problem is not in the activities that are implemented, but in the decentralized nature that results in inconsistencies and inefficiencies.

What follows is an executive summary of those findings. Report details are provided in Appendix III.

Summary of Marketing/Promotion Survey

This is a summary of the 11 responses from a brief marketing and promotion survey of PASs regarding activities in support of WH&B adoptions. The following were reported as always or nearly always being part of their promotional schedule:

- Press releases to newspapers, television and radio
- On-site or in-studio interviews with television and radio
- Interviews with newspapers
- Distribution of fliers
- Distribution of public service announcement (PSA) scripts (it was suggested that PSAs be pre-produced)
- Direct mail to previous adopters

On a regular basis, the staff distributed posters and brochures. Less frequently, print advertising was purchased in regional and local publications.

When asked about Web marketing, BLM managers indicated that some offices have Web sites that are more sophisticated than others. All of the WH&B Web sites post an annual schedule of adoptions in their state and have a link to the national WH&B site. Some of the sites contain press releases, monthly care tips, photos, application forms, adoption qualifications, advertisements and online registration forms. Most of the BLM managers thought use of the Internet was a good idea if they had the resources to handle it.

When asked about coordinating the need for promotional materials through the national program office in Reno, respondents split 50/50. Half of the respondents said they did contact the national office but stated that they were not timely in their deliveries or were often out of materials. The other half ordered their own materials with localized information or ordered materials from the state office.

Offices on the whole report a strong use and appreciation for volunteers who typically are past adopters. Offices feel these volunteers are effective in helping with promotional activities both in advance of and during the adoptions. Additionally, it is reported that the media likes to interview volunteers who have adopted wild horses and burros and can relay first-hand praise of the animal and the BLM program.

Most respondents said paid advertising and promotional items would be helpful in promoting adoptions. Other suggestions included:

- Gentling video advice for adopters
- More information on what the animals can accomplish
- Educational items for kids
- Portable automobile signs to be used on company vehicles
- More marketing towards minorities
- Photo calendars showing animals
- A national 1-800 number

Activities suggested that offer the most chance of success include:

- Annual WH&B rides throughout various communities
- Stock video footage (known as "B-roll") --TV stations constantly request footage shot from helicopters during gathers
- Booths at agricultural expos, fairs, and outdoor recreation shows
- Personal workshops with professional trainers
- Professional trainers performing demonstrations at local adoptions
- "Horse expo" type activities as adoption events with professionals in nutrition, hoof care, training, etc. to attract a new crowd who would then be exposed to the adoption program
- TV and radio PSAs
- Name brand partner that would promote adoption program nationally
- Nationally recognized WH&B mascot such as an authentic wagon that tours the state
- University partners

Additional logistical and overall program suggestions include:

- Bidding process needs a marketing review
- Lift the ban on paid advertising -- this pertains to Wyoming where they do not allow advertising
- Fewer rules and restrictions for adopters
- More freedom, staff, and money to advertise and promote program within each state
- Focus on the quality of the adoption, not the quantity
- Better coordination in shipping the animals
- Reinstate the policy of mare/foal pairs being offered for $125 a pair
- Additional public affairs staff to help focus on the WH&B program
- Involve the horse industry in some outreach and find new adopters
- More geldings
- Change the system that puts states in competition for adopters (in order to meet adoption targets) and instead encourage more cooperative promotions, activities around adoptions

The laundry list of suggestions uncovers incredible value and insight from BLM staffers. There is merit in nearly every suggestion regarding promotions and support of increased adoptions. The challenge is to focus on the ideas that offer the best chances for success.

Logistics/Operations

Logistically, BLM manages the function of facilitating adoptions with apparent ease. Although the schedule is not set through a centralized system, the fulfillment of horses, panels, volunteers, wranglers and paperwork is flawless in routine. Most horses off the range pass through Palomino Valley and are transported to various regional facilities throughout the country, closely following the maximum 24-hour rule from facility to facility.

The scheduling of adoptions is often the disjoined aspect. The national office in Reno responds to adoption requests rather than assisting in a coordinated national schedule that moves smoothly from gather to adoption delivery. It is this scheduling and promotion support that is the subject of major change recommended in this marketing plan.

B. IDENTIFICATION OF PROGRAM OPPORTUNITIES, BARRIERS WITHIN THE HORSE INDUSTRY

The wild horse has not yet achieved the status that perhaps is warranted by its incredible endurance qualities. The fact that these horses have extremely healthy feet, are free from navicular disease and other debilitating leg/foot-oriented conditions, and have extreme rare incidences of founder should be enough to make them super heroes in the domestic horse industry. They also have incredible endurance and sure-footed characteristics, unlike many domestic breeds, and are not adverse to working long hours in less-than-perfect conditions.

But, alas, these horses are lumped together by cosmetic conditions that predominate certain herds – they are generally smaller in stature and are, well, *wild* in appearance. Often known for its large, boxy head and overall meek body, the wild horse has many physical characteristics that put it into an "ugly" stereotype that prevails throughout the horse industry.

Since breed-specific loyalists dominate the horse industry, the mustang's lack of blood-line registry is a barrier that must be directly challenged through creative marketing.

The horse industry in general is experiencing a renaissance. Record growth of horse ownership is coming from a stream of aging baby boomers who are either starting to retire or sending their children into adulthood and demanding a few key pleasures for themselves. There are also high-income families who are experiencing the joys of offering their children horse camps and stables or even availing themselves of the boom in adventure-tourism that can include a horse expedition somewhere in the world.

Whatever the forces, the industry is growing rapidly. Looking at projections for the 2001 yearling registration in dominant breed categories, industry dynamics are bright. Approximately 10,000 Appaloosa, 60,000 Paint and 130,000 Quarter Horse yearlings are anticipated according to the January 2001 edition of *Western Horseman.*

Let's examine the arena for horse categories. As identified by the Economic Impact of the Horse industry in the United States, prepared for the American Horse Council Foundation, of the 6.9 million domestic horses, more than 70% are involved in showing or recreation (2 million and 3 million, respectively.) Racing constitutes a small, but elite segment of the equine population (700,000.) Family incomes of horse owners reflect a range of incomes and higher incomes are more of a factor in the show circuit than recreational riding.

As the industry grows, new horse owners who have no previous predisposition to particular breeds, types or confirmation are entering the arena. There is significant opportunity to make inroads with this growing audience. However, these are not necessarily high probability candidates for successful adopters. The profile of a successful adopter is one who knows what commitment is involved in horse ownership and is willing to take on the extra challenge of a wild or recently gentled animal.

The devotion of most horse enthusiasts today to "their" breed or type of horse presents a challenge in marketing the wild horse. For instance, Arabian owners rarely give the bulky, short-winded quarter horses the time of day. Quarter horse owners think Arabians are scrawny and skittish. Both breed loyalists look to lineage as validation of value. Papers that have Egyptian

this or Doc Bar that make the four-legged animal to which it is attached thousands of dollars more valuable. Mostly a problem of perception, this passion for paper runs deep and is promoted by breeders as a profitable part of their business.

However, there is growing interest in performance-based eventing, and this represents another potential growth market for the mustang.

There are trends identified by *Western Horseman* magazine that bode well for the WH&B program and a few that must be taken into account as part of the industry environment.

Trend: **Adult learning as a form of recreation.** Instructional books, videos, clinics, seminars, retreats and learn-as-you-play vacations have all had notable growth over the past 10 years. As knowledge translates to a form of currency in the Age of Information, many horse lovers will happily pay to play, as long as learning is involved. What that means: Savvy horse-program directors and organizers of events, even those traditional ones based around competition, are adding educational functions as a draw.

Trend: **The adult desire to either re-create or compensate for one's own childhood and adolescence.** Nostalgia is driving many aspects of the horse world, from western fashions based on retro looks to demand for horses that resemble those of long-gone movie cowboy steeds. Kids who didn't get to have a horse during the first decades after World War II – or who had little money to spend on themselves – are making up for it now. What that means: A theme of "better now than never" is fueling much of today's horse-world spending and adult first-time horse owners have become a group with market clout.

Trend: **Stepped-up interest in equine pedigrees and the legacies left by influential 20th century horse people**. With genealogy as one of the fastest-growing hobbies in America, and with DNA mapping as one of the biggest science stories of 2000, it's no wonder that horse people have developed a sharpened focus on equine bloodlines. They know the past is a key to the present. Meanwhile, the hands-on horsemen born before 1930, mentors of today's horse-industry leaders, are the new subjects of honor and attention. What that means: Information sources, products and services built around this trend are among the winners in the equine-based economy of today.

Trend: **Desire for a horse-related lifestyle in parts of the scenic, rural West.** Population growth in scenic rural counties, especially those convenient to small cities, was a notable trend of the late 1990s that shows few signs of slowing down. For many new country dwellers, getting that piece of private land has meant the chance to finally have horses. What that means: As they did during the 1950s, horses are being added to people's backyards – except these days, the "backyard" is 5 or 10 acres. Horse communities are gathering in clusters, especially in the West where the top 25 growing rural counties in the U.S. are located.

There are many marketing principles that can be put into play in order to increase successful adoptions of the wild horse. The first is to find its market niche and promote the horses point of differentiation within the niche. Once a strong foothold has been established in the niche, expansion efforts can be conducted. The challenge that is apparent from the history of the program is to avoid the urge to try too many marketing activities at the same time in too many places with too few resources.

To further identify the specific barriers and opportunities within the horse industry, Fleishman-Hillard conducted an extensive survey of industry leaders. What follows is an executive summary of those findings and the "next step" recommendations. Report details are provided in Appendix III.

Summary of Horse Industry Leader Interviews

OBJECTIVES

In order to identify, within the horse industry, opportunities for and barriers to the Wild Horse and Burro Program, and to make recommendations concerning ways the Bureau of Land Management can either take advantage of or overcome these factors, Fleishman-Hillard Research conducted telephone interviews with 50 horse industry leaders. Topic areas included[1]:

- Awareness and perceptions of the program
- Perceptions of wild horses as adopted animals and identification of factors that would increase positive perceptions
- Identification of potential spokespersons for the WH&B Program
- Potential markets and performance activities for wild horses
- Wild horses as a potential business interest for trainers

METHODS

Telephone interviews were conducted with 50 horse industry leaders[2] between November 2-15, 2000. Respondents represented the following horse industry organization/activity types:

- Trainers/breeders (32% of respondents)
- State horse specialists (12%)
- State horse councils (12%)
- Education organizations (14%)
- Equestrian periodicals (10%)
- Other equine-related organizations (20%)

The average interview length was 23 minutes. The sample design provides results with an error due to random sampling of no more than 14 percentage points at the 95% confidence level for the total sample (n=50).

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[1] Complete question wording is presented, along with response frequency distribution, in the Appendix of this report.

[2] A sample list of 164 horse industry experts, representing a variety of organization/activity types, was compiled by Fleishman-Hillard; the list is presented in the Appendix of this report.

Where appropriate, any significant and meaningful differences among or between specific groups of respondents are noted within this report under the heading **Subgroup Differences**. Trends which appear among subgroups may be highlighted even though they are not statistically significant at the 95 % confidence level.

Response percentages in this report do not always total 100% due to unreported "don't know" responses, rounding of percentages, and multiple responses. Complete question wording is provided in the Appendix of this report.

KEY FINDINGS

Awareness of the Bureau of Land Management's WH&B program

- The vast majority (88%) of horse industry leaders are "very" or "somewhat" familiar with the program.
- Horse industry leaders familiar with the wild horse and burro (WH&B) program are also knowledgeable about it, frequently citing that the program concerns capturing and adopting the animals out to individuals (volunteered by 83% of respondents).

Perceptions of the WH&B

- Nearly two-thirds (64%) of all respondents indicate they have generally positive perceptions of the BLM's wild horse and burro program; one in five (22%) hold a generally negative perception, and 10% volunteer they hold neither a positive nor a negative perception of the program.
- Horse industry experts familiar with the program were asked to describe their perceptions of the program. Respondents most frequently volunteer they have positive perceptions of the program and they feel it is a good idea (38%), and that they feel the program/the BLM is well-meaning and acting for the right reasons (23%).

Perceptions of Wild Horses

- Asked to describe their general perceptions of wild horses, respondents most frequently mention the animals need to be in the right hands, that is, with individuals knowledgeable about working with wild horses (mentioned by 20% of respondents). They also volunteer:
- Wild horses can be trained (18%)
- They are in favor of preserving/protecting them (17%)
- Wild horses are less desirable than domesticated horses (16%)
- They are sturdy and good for working (16%)
- They are symbols of American heritage/they are romantic (14%)
- Not all wild horses can be trained (14%)
- They're good/great horses (12%)
- They shouldn't be domesticated (10%)

- In rating their overall perception of wild horses as adopted animals as either positive or negative, more than half (56%) of respondents indicate they hold generally positive perceptions of wild horses as adopted animals. Three in ten (30%) have generally negative perceptions, and 10% volunteer they hold neither positive nor negative perceptions of wild horses as adopted animals.

Potential Spokesperson(s) for the WH&B

- Among respondents with generally positive or neutral perceptions of wild horses as adopted animals, John Lyons is most frequently mentioned as a horse industry professional who would make a good spokesperson for the wild horse and burro program. Also mentioned are Monty Roberts, Pat Parelli, Guwani Pony Boy, Buck Brannaman, Richard Shrake, Clinton Anderson, and Bryan Neubert; 14% of respondents volunteer that trainers, in general, would make good spokespersons for the program.

Potential Markets for Wild Horses

- Nearly half (46%) of horse industry experts consider recreation an "excellent" or "good" market for wild horses; one-third (34%) feel tourism is an "excellent" or "good" market for wild horses, and 28% consider the show and farm work markets equally as good.

Wild Horses as a Business Interest for Trainers

- Overall, horse industry leaders have mixed opinions concerning whether there is a market for trainers to train and resell mustangs for business gain; overall, approximately half (56%) of horse industry leaders express positive comments about this niche market activity, and one-third (36%) mention negative views about it.

Potential Performance Activities for Wild Horses

- More than four in five (82%) horse industry experts feel wild horses are well-suited for endurance activities; they most frequently cite as reasons the animals' hardiness and strength.

- Approximately half of respondents also consider wild horses well-suited for driving (52%) and cutting, reining, barrel, and racing performance activities (48%). One-third (32%) feel they are well-suited for polo and 24% consider them suitable for dressage activities. Fewest (12%) feel the animals are suitable as hunters/jumpers.

Action Recommendations

LEVERAGING OPPORTUNITIES

Demonstrate and promote the success of wild horses for both recreation and endurance activities.

In gaining the support of the horse industry, it is critical that BLM identify appropriate uses of wild horses. In general, many horse industry leaders positively view the WH&B, feel it operates for the right reasons, and express benevolent attitudes toward wild horses. Further, many respondents feel wild horses can be trained and that they are well-suited for a number of markets and activities, particularly the recreation market and for endurance activities.

Showcase adopted wild horses that have been successful in each of these niches. Determine which adoption event locations are appropriate for specific demonstration types based on the kinds of adopters who have come from those locations in years past. An important part of this will be to gather more information from adopters. Going forward, create a record of adopter types by location by adding the questions, "Why do you want to adopt a wild horse?" and "For what activities are you going to use the wild horse?" to the adoption application.

Employ targeted marketing techniques to draw different types of users.

Tailor promotional activities and written materials by user types which horse industry leaders consider promising, specifically: 1.) to recreation users, particularly trail riders, promote the horse's nimbleness; 2.) to endurance and cutting/reining/barrel users, promote their hardiness; 3.) to ranch users, promote their stamina to work; and 4.) to new or young trainers working to establish themselves in a training niche, promote their promise as a new training market. For all market activities, promote that the animals are castrated prior to adoption.

Make determinations whether pre-adoption training is critical, depending on potential adopters intended use.

Heavily promote pre-adoption gentling to potential recreation adopters and make the determination case-by-case for potential endurance and cutting/reining/barrel adopters.

This recommendation is tempered by the internal BLM interviews and discussions that indicate the potential challenge of pre-adoption gentling due to bonding response with the trainer. The training voucher system should be considered as a viable alternative to pre-adoption gentling.

Work to win the support and cooperation of trainers.

When asked to name a horse industry professional who would make a good spokesperson for the WHB Program, respondents most frequently mention trainers in general, or mention specific trainers by name.

Work to develop relationships with trainers to not only gain their support, but also the support of horse users who respect these equine professionals. Brainstorm ways to make training wild horses more lucrative for them, or non-monetary incentives to offer them for their participation and support.

OVERCOMING BARRIERS

Strictly screen and educate potential adopters; monitor adopters.

Horse industry leaders frequently express the importance of making potential adopters understand the challenges of owning a mustang before they adopt. In addition, they say the BLM should screen potential adopters to determine their suitability as wild horse owners and to ensure their capability to care for and train a wild horse.

Even though the BLM is currently challenged in meeting AML goals by placing enough wild horses, increased vigilance in screening and monitoring adopters will lead to increased support from the horse industry and more support for wild horse adoptions.

SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (S.W.O.T.)

As previously noted, to analyze the WH&B program we conducted hours of interviews with BLM staff members and horse industry experts, and evaluated internal BLM documents and marketing plans, and reviewed media coverage of the WH&B program. To say this is a complicated challenge compounded by governmental bureaucracy and public accountability is an understatement. Fleishman-Hillard's proprietary research tool for assisting in developing a campaign strategy is a S.W.O.T. analysis. It builds a matrix that indicates the strengths, weaknesses, opportunities and threats (S.W.O.T.). The S.W.O.T. matrix is shown on the following page. In the case of the BLM wild horse program, the analysis also must take into account the internal, as well as external dynamics. The internal dynamics revolve around the BLM operational structure.

External factors are based on the product and the audience, thus identifying the challenges faced in marketing communications. Although the following chart provides an organized package of the various dynamics, it fails to show the weight behind these factors. Before proceeding, it must be noted that the existing perception of the wild horse, as identified as a weakness, is one of the key barriers to successful adoptions. In countless discussions among horse industry experts and professional trainers in particular, the idea that the mustang is a worthless animal that has no place in the domestic market is repeated quite a number of times. The challenge to convince an influential audience that this horse deserves a place in the industry is not insurmountable, but it is not one to be underestimated.

A major task of the marketing communications plan will be to reposition the mustang, elevating its perception to create some form of value where there is currently only a deficit. Marketers are quick to note that positioning a product is much easier and less costly than the task of repositioning. Starting with a clean slate is much more desirable than trying to erase an existing negative image and draw a positive one. Many companies have tried and failed to make repositioning efforts i.e., Oldsmobile and the tobacco industry, while many have successfully created a new picture, and replaced a previous perception i.e., United States Postal Service, Sears and the American Association of Retired Persons.

With each step of the communication process, the task at hand is to build on and leverage the strengths and opportunities, and minimize or eliminate the weaknesses while managing the threats. This is the foundation of the marketing plan that is outlined in the following pages.

S.W.O.T. ANALYSIS SUMMARY

STRENGTHS	WEAKNESSES
INTERNAL (BLM) Operational care of animals Logistics of care and transport Dedication of BLM staff EXTERNAL (Product/Wild Horses) Supply of horses Performance characteristics Satisfaction/dedication of past adopters Dedication of volunteers Mystery/mystique surrounding mustangs	INTERNAL (BLM) Lack of resources Inadequate knowledge/facilities among target audience Internal communications gaps/voids Lack of infrastructure or unified plan Fiefdoms EXTERNAL (Product/Wild Horses) Little or no awareness Perceptions/misperceptions (small, scraggly, wild, no registry)

OPPORTUNITIES	THREATS
INTERNAL New dedication to marketing Willingness to allocate resources EXTERNAL Untapped performance markets Strength of past adopters Willingness of volunteers to fill gaps Mustang characteristics lending themselves to specific markets Geographically untapped areas National opportunity for education and awareness programs	INTERNAL Start-and-stop efforts Political ambivalence or negative perception Internal meltdown – resistance to change from within BLM structure EXTERNAL Continued activism from animal rights Lack of follow up – inadequate compliance Adoptions to unprepared/unqualified Negative political perception including lack of need Potential markets not found or turn up "empty"

C. DETERMINATION OF ESTIMATED ANNUAL MARKET ABSORPTION OF HORSES, BURROS BY STATE

d. RECOMMENDATIONS FOR SEGMENTING THE HORSE INDUSTRY, BOTH DEMOGRAPHICALLY AND GEOGRAPHICALLY, INTO TARGET GROUPS

e. IDENTIFICATION OF NEW AND POTENTIAL MARKETS, BOTH DEMOGRAPHIC AND GEOGRAPHIC, FOR ADOPTION CHALLENGED ANIMALS

As noted in the headings above, specific requirements of the BLM contract for this project are addressed through a combination of research partly conducted by Fleishman-Hillard and partly supplied by BLM through past adopter locations. The analysis of this research has identified specific geographic locations where potential adopters reside. Based on the formula for average adoptions provided later in this plan and the sample annual schedule, the estimated absorption of horses and burros by state can be extrapolated. More importantly, the logistics of seasonal adoption need within given regions can be adequately planned.

The research conducted by Fleishman-Hillard provides demographic profiles of past adopters with a separate view of past adopters of adoption-challenged animals. This provides a better understanding of what possibly motivates this group and where the BLM has opportunity to get in front of them.

When compared with extensive data provided by the BLM, we have confirmed the locations where BLM would have the highest probability of success with adoption events based on the current adopter profile. This is a great starting point for the organization of a national schedule. As additional education and awareness campaigns are implemented, and as the adopter profile evolves, adjustments to these locations and demographic groups will be made.

The executive summary, a discussion of key findings and action recommendations are provided in this section. The full report is detailed in Appendix IV.

EXECUTIVE SUMMARY

Historically, demographic information concerning adopters has not been collected by the BLM. Adopter ZIP codes have been recorded, however, and serve as a starting point for extrapolating a profile of adopters.[3]

In order to extrapolate the geographic, psychographic, and demographic characteristics of potential adopters of wild horses/burros *and* adopters of adoption-challenged wild horses/burros,

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[3] For this analysis, we make the assumption that the database of adopter ZIP codes pertain to the adopters' residences, not to the location of the animals. We also make the assumption adopters house their horses near their residence.

Fleishman-Hillard Research retained Claritas to perform a geodemographic analysis (called a PRIZM analysis) of the Bureau of Land Management's past adopter ZIP code database.

The geodemographic analysis of the database of adopters will produce a profile that will help to not only profile the lifestyle, geography, and demographic characteristics of past adopters, but to target potential adopters. Specifically, the analysis will identify the types of communities where existing adopters live, thus predictions can be made for the communities where prospective adopters are likely to reside.

Separate analyses were performed on both: (1. the entire database of past adopter ZIP codes; and (2. the subset of adoption-challenged animals adopter[4] ZIP codes.

METHODS

The BLM provided two ZIP code database files: (1 its entire ZIP code database of past adopters; and (2 its ZIP code database of adopters of adoption-challenged animals.[5] Included in the analyses were:

- A total of 69,192 ZIP code records for the entire adopter database (spanning the program's 27-year history)
- A total of 21,118 ZIP code records for the database of adoption-challenged animal adopters

KEY FINDINGS

Wild Horse and Burro Adopters

Wild horse and burro adopters tend to represent rural geodemographic clusters. Three in five (60%) adopters reside in rural geodemographic clusters. Additionally, 20% of adopters live in small town geodemographic clusters. The six rural and small town social groups that comprise the geodemographic clusters with higher-than-average concentrations of adopters include:

- **The Heartlander Social Group:** The nation's agrarian heartland that is centered in the Great Plains, and in the South Central, Mountain, and Pacific regions, with a few pockets in the East. These clusters are comparatively self-sufficient with a low cost of living. They are composed of large, multi-generation families living in low-density houses and mobile homes. They are a mix of independent Hispanics and Native Americans.
- **The Rustic Living Social Group:** Country towns, villages, and reservations scattered across the United States. The group's clusters have lower-middle incomes and a low cost of living. This group's married couples and elders work as craftspersons and laborers in agriculture, mining, transportation, and construction.
- **The Country Families Social Group:** Small towns and remote exurbs. The group's clusters have middle- to upper-middle incomes and a low cost of living. This group is predominately

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[4] The BLM's RFQ defined adoption-challenged animals as older, not easily trainable, or possessing physical characteristics that make them less desirable to potential adopters. However, the BLM's adopter database contains little information to identify these factors. "Adoption age" is the only related information recorded. After discussion, we determined for this study to define adoption-challenged horses as those six years of age and older.

[5] The databases were cleaned so that single adopters would be represented only one time in the PRIZM analysis.

composed of white, married couples – many with children – who work in industrial and agrarian occupations.

- **The Working Town Social Group:** Remote exurbs and satellite towns found outside major metropolitan areas and second cities. The clusters of this social group have lower education levels and incomes and work in blue-collar occupations. They enjoy crafts and church.
- **The Exurban Blues Social Group:** Mid-scale, low-density towns on the outskirts of major metropolitan areas and second cities. The clusters are predominantly white, and the people are married and raising kids.
- **The Landed Gentry Social Group:** Large, multi-income families with school-age kids, headed by well-educated executives, professionals, and "techies." The clusters are found far outside major metropolitan areas in America's most spectacular coastal areas and uplands. This is a largely affluent group.

Adopters of Adoption-Challenged Animals

The PRIZM analysis results for adopters of adoption-challenged animals are nearly exactly the same as the analysis results for the entire database of adopters. As with the entire database of past adopters, adopters of adoption-challenged horses make up rural and town clusters. Rural clusters make up 67.5% of adoption-challenged wild horse/burro adopters. Overall, the profiles of adoption-challenged horse adopters is nearly the same as all adopters.

What are adopters like?

- Neighborhoods/communities with the heaviest concentrations of wild horse and burro adopters also contain the heaviest concentrations of people who work in the agriculture/forestry/fishing/mining industries, listen to country music, own pets, and hunt.

Where do adopters live?

- According to the PRIZM analysis, a total of 157 metropolitan statistical areas have higher-than-average market potential for wild horse and burro adopters.

ACTION RECOMMENDATIONS

These two pieces of information – a description of what adopters are like and a comprehensive list of higher-than-average adopter clusters – lays the foundation for delivery of the geographic recommendations. It also provides guidance on the promotional activities and outreach campaigns as it identifies important motivators and interests of the target audience.

The PRIZM geodemographic analysis of the adopter database was performed in an effort to extrapolate demographic, geographic, and lifestyle characteristics of past adopters (and thus future adopters) from adopter ZIP code data. While the results of the analysis provide guidance into the profiles and lifestyles of adopters, the analysis would not be needed if hard data was available. Suggestions for new database fields include:

- Adopter demographic information such as age, gender, income level, level of education, ethnicity, household size, and number of property acres
- Reason(s) for adopting a wild horse/burro
- Activities for which the adopted wild horse/burro is intended
- Whether the adopter has adopted an adoption-challenged horse or burro
- Adoption-challenged animal characteristics, such as age, less desirable physical characteristics, physical problems, etc.

Where's the Burro?

And, for the record, Fleishman-Hillard is focusing on the wild horse as the marketing tool for awareness education and increased adoptions. Where goes the wild horse, the burros will follow. It was defined that we need not focus on the burro aspect of the program, as their achievement of appropriate management levels (AML) is imminent. At some point in the near future, the AML for burros will create a supply-deficient market and the burro adoptions will be sought after. It is our recommendation at that point to increase the adoption fee for the burro, following the age-old principle of supply and demand economics.

III. ADOPTION LOCATION RECOMMENDATIONS

The following lists respond to the specific charge within the contract to provide *"reasoned recommendation of 2-4 new facilities or sites in each 48 contiguous state that are conducive to holding future adoptions, including optimal timing for each location. Selected facilities or sites must be capable of supporting a sustainable level of successful adoptions. These recommendations should be supported by the market assessment data and shall consider the following data:"*

- ***Homes that already have adopted horses***

  BLM has provided adopter information mapped geographically for the past five years, with the more specific criteria of whether the adopter lives in an area where there is a density of farms and property that creates a higher predisposition for adopters. A map that shows the locations of past adopters is a map that is completely covered with sites. We have added additional criteria including demographics and land-use patterns to further identify potential locations. The map and subsequent ZIP code data is provided in Appendix V.

- ***Locations where the BLM has previously held adoptions as well as frequency held at specific sites for the past five years***

  This information was used to eliminate certain cities from the list that were generated through the Claritas research. However, not all past adoption locations were eliminated since in some states those cities rank extremely high in adoption demographic profile and still make sense to pursue with a new marketing commitment.

  The specific list as provided by BLM is provided in Appendix VI.

- ***Concurrent equine or agricultural event tie-ins (such as county fairs, stock shows, etc.)***

  A full list of equine and agricultural-related events is contained in Appendix VIII and was considered in the creation of a master adoption schedule template for sample year 2001.

- ***Sales data for equine supplies and tack, and equine related periodical subscription data***

  A list of top product and service companies for the equine industry was generated through several means, including a query with the National Conference Board. Although the information resulted in a list of potential partners, it did not help in the search for geographic pockets with high sales densities as most companies are privately held and do not disclose sales information. Top companies that are in the database for pursuit as potential partners include:

4 Star Trailer, Inc.
Ariat Boot Company
Barn Own Buildings
Barrett Trailers, Inc.
Big Top Mfg.
Circle C Manufacturing
Circle J Equipment
Court's Saddlery
David Built Feeders & Steel Buildings
Deere & Company
Dover Saddlery
Equibrand
ES Robbins Corporation (Centaur Fencing Systems)
Exiss Aluminum Trailers, Inc.
Farnam Companies
Featherlite Trailers
Heritage Barns & Sentry Buildings
Justin Boot Company
M D Barns
Miracle Steel Structures
Morgan Building Systems
Murina Mills, Inc.
Nutramax Laboratories (Cosequin)
Ponderosa Trailers
Professional Choice
Rawhide Ranch Tack & Saddlery
Sundowner Trailer Co.
Universal Fabric Structures
Warner Shelter Systems

The study of equine publication circulation information revealed one consistent region where horse ownership or interest indexes well above average. What is identified as the Mountain region that includes Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah and Nevada is consistently top in circulation indexes for leading publications.

The publications split geographic regions into Pacific, Mountain, West N. Central, West S. Central, East N. Central, East S. Central, New England, Middle Atlantic and South Atlantic. The index of readership is organized into three rankings – regions with less than 90, regions between 90 & 110 and regions that index above 110. (An index of 100 is exactly average.) The following chart shows how each publication indexes for each region:

	Practical Horseman	The Quarter Horse Journal	Equus	Horse & Rider	Western Horseman
Pacific	▒	□	■	▒	▒
Mountain	■	■	■	■	■
West N. Central	□	■	■	■	■
West S. Central	□	■	□	■	■
East N. Central	□	▒	▒	▒	□
East S. Central	□	■	□	■	▒
New England	■	□	▒	□	□
Middle Atlantic	■	□	□	□	□
South Atlantic	■	□	▒	□	□

Color code:
□ Regions with index less than 90
▒ Regions with index between 90 & 100
■ Regions with index above 110

- ***The BLM's logistical and facilities requirements to hold an event.***

BLM Wild Horse Specialists across the country provided us with their facilities requirements. All of the offices generally use the same criteria for selecting an adoption site. They primarily consider location, facility adequacy and access, and timing/scheduling of the event. The following is a detailed breakdown of those areas.

Location

Most offices recommend selecting a location that has equine-friendly communities that are adjacent to metropolitan areas, typically within a 50-mile radius. All of the offices recommend not visiting the same site after a few consecutive years because adoption levels will decline. We recommend making sure that there are no conflicts with other community events. It helps to have a field office nearby for support and paperwork.

Facility

There are many standards the WH&B offices consider when selecting an adoption site. Cost and availability were mentioned most frequently, while the most important seems to be the adequacy of the facility -- whether or not the site has permanent corrals for the animals will determine if portables need to be set up. Sites with exiting facilities are always a bonus to save time for employees and volunteers. Site safety is important to ensure wild mustangs cannot escape. Additionally, size and type are considered -- facilities must be large enough to hold equipment and covered facilities are imperative in adverse weather conditions. Most offices recommend that the facility is easily accessible from a major highway so adopters can get their trailers there and can give their animals a smooth ride home.

A few offices mentioned that the better facilities are booked a year in advance.

Timing/Scheduling of Adoptions

The time of year limits scheduling because of the harsh weather in both summer and winter months.

Adoptions are usually held in conjunction with another event to help increase attendance and awareness of the program.

Specific Locations

With all criteria considered, the following list of locations is an exhaustive compilation of potential adoption facilities. Notes on description, cost and scheduling requirements are provided. It should be noted that several locations have held BLM adoptions in the past, but are included in this list due to lack of additional opportunities in the area. Some cities where adoptions had been held on a regular basis were eliminated from the Claritas-generated list since those cities had declining adoption numbers. However, some cities were kept on the list because they ranked high on Claritas. Those locations where BLM has had dealings are noted on the

following list. This list is also organized in the previously noted segments of South, Middle and North.

We'd like to note that the process of gathering this information provided hours of engaging conversation with horse enthusiasts and BLM supporters. Fleishman-Hillard personnel discovered the passion that accompanies the plight of the wild horse. There was no lack of suggestions on how to improve the program and enthusiasm for potentially holding an adoption in various facilities. It should also be noted that there were some contacts that had unpleasant experiences with previous adoptions and quite a few locations indicated they wouldn't rent their facility for a BLM event. Inconsistencies in scheduling and outcome were the main complaints that were lodged during these calls.

South

***Highlighted cities have or plan to sponsor a BLM adoption*

State/County/City	**Location Name Address**	**Description**	**Reservation lead time**	**Access to hwy or cities**
Alabama/Decatur	Celebration Arena 67 Horse Center Rd. Decatur, AL 35603 Jerome Zahnd 256-351-9242	Electricity and water available. Indoor arena 300' x 150' with bleachers. Must supply pins. Have held a BLM adoption 3-4 years ago and have one scheduled for May 19-20, 2000 Cost: $1500 for 2 days.	As soon as possible	Yes
Alabama/Decatur	Cullman Stock Yard 75 County Rd. 1339 Cullman, AL 35058 Hoagy Parrish 256-734-4531	Electricity and water available. Sale Barn 165' x 500' Have held a BLM adoption 3-4 years ago. Cost: $2000 for 2 days and $3000 for 3 days.	As soon as possible	Yes. 40-45 miles outside of Decatur
Alabama/Dothan	Circle Dee Ranch 3121 Dryden Drive Marianna, FL 32446 Matt Sr. or Jr 850-352-4324	Electricity and water available. Covered barn with 28 stalls and arena. Cost: Fees will vary Arena $50 Lights $100 $10/stall	As soon as possible	Yes

Alabama/Dothan	Pike County Fairground P.O. Box 865 Troy, AL 36081 Mr. Jackie Warner #: 334-566-4795 Main #: 334-566-3273	Electricity and water available. Covered barn with 50 stalls.		50 feet from US-231
Alabama/Florence	North Alabama Fairgrounds P.O. Box 2736 Muscle Shoals, AL 35662 Norman Ross 256-740-0930 Main line: 256-383-3247	Electricity and water available. Covered cattle barn outside 60 x 250. Grand Stand Arena - outside, uncovered with bleachers is also available. BLM must supply stalls for the Grand Stand Arena. Cost: fee negotiable Estimate between $700-800	As soon as possible	Yes
Alabama/Florence	Southern Star Stock Yard 2100 Highway 101 Rogersville, AL 35652 P.O. Box 687 Rogersville, AL 35652 Sheila Rootsway 256-247-5189	Electricity and water available. Covered 36,000 sq. feet with steel pins and arena Have held BLM horses there in transit. Facility is only 10 years old. BLM had an adoption at the stock yard in Athens 10 years ago. Cost: Approximately $600	As soon as possible	Located 17 miles outside Florence and 15 miles south of Tennessee border. Site attracts ½ customers from TN and ½ AL
Arizona/Flagstaff	Verde Valley Fairgrounds	The Fairgrounds sits on 68 acres with an outdoor, arena 350' x 150'. Water and electric available. There is also 200 plus indoor stalls and a bull arena measuring 75' x 30'. Cost: $350 per day	Schedule out one year in advance	Accessible from 117N. and is 60 miles from Flagstaff
Arizona/Flagstaff	Flagstaff Riding Club (520) 774-1000 Tim McDaniel	Large indoor arena, and two outdoor arenas, with 10 acres of land, 280 permanent stalls with water and electricity available. Cost: The largest outdoor arena is 200' x 221' and rents for $300 per day. The indoor arena is 92' x 205' and rents for $500 per day.	Schedule out to one year in advance	Accessible from Interstates 17 and 40
Arizona/Yuma	Yuma County Fair (520) 726-4420 June Melton	The BLM has held "many" adoption events here in the past and were apparently pleased with the facility. The site can accommodate more than 100 horses and is equipped with a horse show arena, paddock arena, and permanent pens with water and electricity. Cost: $500 per day	Schedule out to one year	There is no other facility within 50 miles of Yuma that is suitable to conduct adoptions.

Arkansas/ Fayetteville	Rodeo of the Ozarks 1423 East Emma Fayetteville, OK 72764 Janet 501-756-0464	20 acres. Water and electricity. Set up your own temporary stalls Cost: VARIES	6-12 months in advance	Hwy 71 I-540 Hwy 265 and Emma
Arkansas/ Fayetteville	Benton County Fair Association (501) 273-9266 Doreen Wills.	Large indoor horse arena, no permanent holding pens, but temporary can be set up either indoor or outdoor. Water and electricity is available. Cost: $250 per day, negotiable.	Winter is their slow time, busier in the summer. Will schedule out to 2 years.	Accessible to Highway 540
Arkansas/ Fort Smith	K. Rodgers Park Harper Stadium 4317 N. 50th Fort Smith, AR 72904 Jim Berry 501-783-6176	Covered arena 120' X 300' Water and electricity Cost: $2000/day/negotiable	Open	Just south of 1-40 inside city limits on Hwy 64-71
Arkansas/ Fort Smith	County Fairground in Greenwood 530 East Knoxville Greenwood, AR 72936 Dr. Craig Smith 501-996-6095 Judy 501-996-4131	Outdoor Water and electricity Cost: $600	First come first serve. Board has to agree	US 71 State Hwy 10 12 miles out of Fort Smith
Arkansas/ Jonesboro	Ward Livestock Auction (870) 595-3629 Ward Robinson	Large, indoor sale barn with more than 100 individual stalls and five outside holding pens. No temporary corrals needed. Water and electric available Cost: Owner supportive of the adoption process. Terms negotiable.	They schedule cattle auctions on Saturday, so any other time is good for an adoption.	Located on Fairview Road, accessible from Highway 49
Arkansas/ Jonesboro	Craighead County Fair Association (870) 930-3326 Jerry Reece	37-acre facility with outbuildings and barns. Canopy covered pole barn with areas for horses, would require setting up additional temporary panels. Cost: Terms are negotiable	August 1 through the end of December is full. Would have to schedule outside of their busy time	Located along Highway 63
California/ Bakersfield	Kern County Fairgrounds 1142 South P St. Bakersfield, CA 93307 Contact: Jeannie Burton 661-833-4900	Electricity and water available. Grand Stand arena—larger arena with high walls. Rogers Arena—smaller arena with fencing. Stalls are available. Cost: TBD	As soon as possible	1 mile from 1-58. 2-3 from Highway 99

California/ Bakersfield	Sweet Iron Quarter Horse Ranch P.O. Box 848 Lebec, CA 93243 Contact: Terry and Tanya Bloomberg 661-248-5181 Tejon Ranch main line: 661-248-3000	Electricity and water available. Indoor arena 250' x 120' Outdoor, uncovered 250' x 240' Cutting pens 100' x 100' 200 ft. round pen 20 stall barn Cost: TBD	A few months in advance	Visible from I-5 30 miles south of Bakersfield and north of Valencia.
California/Fresno	Copperwood Training Stable Privately owned stable Contact: Jeanette Herbold 559-297-4412	Electricity and water available. 3 arenas available on 20 acres of land Round pen Cost is negotiable.	Schedule varies, should call as soon as possible	Close to Highway 41 and 168
California/Fresno	Clovis Rodeo Grounds Contact: (559) 299-8838 Rex Phebus	Private facility on 24 acres with ample room for parking. Large arena with 6 permanent cattle pens and moveable panels. Water and electricity. Scheduling depends on the owner and their rodeo schedule. Willing to work with the BLM. Cost is negotiable.	TBD	12 Miles from Fresno and accessible to Hwy 99 and Hwy 5
California/San Luis Obispo	Cal Poly Horse Unit Mike Lund 805-756-2558	TBD	TBD	TBD
California/San Luis Obispo	Madonna Ranch 805-475-2411 Kathy or Rolly Twisselman	The BLM held an adoption here several years ago. They have a 130' by 350' inside arena with temporary panels. Water and electricity are available Limited parking in the winter months due to wet grounds. Winter is open for scheduling Cost: negotiable.	TBD	Located on Highway 101
California/Visalia	Tulare County Fairgrounds Contact: Philis Harmon 559-686-4704	Electricity and water available. Covered large arena with several barns available. Several uncovered arenas with permanent holding pens. Land available for temporary corrals. Cost is negotiable	As soon as possible	Highway 99
California/Visalia	World Ag Expo 4450 South Las Pina Tulare, CA 93274 Contact: Suzanne at the Heriytage Complex 559-688-1751 Located 10 minutes away from Visalia.	Electricity and water available. Dairy Center 54,000 sq. feet covered barn with restrooms and office space. Just had a BLM adoption in November. Cost: $1,500 for 1st day, $1,000 after $1,000 deposit usually not returned. $250 set-up fee	As soon as possible	Yes

Florida/ Gainesville	Alachua County Fair Grounds (352) 381-4200 Irv Covington	Large, outdoor arena with 25,000 square foot exhibition hall. No stables, but the facility would be able to accommodate temporary corrals for holding the horses. Cost: $600 per day, negotiable	6 months out	TBD
Florida/ Gainesville	Canterbury Showplace (352) 472-6758 Wendy Low	The BLM has rented this facility 10 years ago. The event did not draw a crowd. They have 216 stables, and a 150' x 250' covered arena with seating for 2000. Temporary corrals required. Cost is $500 per day, with additional charges possible for bathroom and other expendables.	Schedule at least 6 months out from the requested date.	TBD
Florida/Lakeland	Polk County Parks Aldine Combee Park Facility (863) 534-4340 Daryl Shefield	The facility can handle up to 100 horses with their permanent holding pens, more if the BLM brings in temporary corals. Cost: $100 per day for a non-profit organization.	They book out six months in advance	TBD
Florida/Lakeland	Charles Lykes Arena, Florida State Fairgrounds 1-800-345-3247 Doug Mullins, Manager Equestrian Complex	The arena 117' wide x 250' long, but the fence is only waist high. This would require BLM is required to bring additional fencing. Cost: $600 per day in rental fees.	Cnflicts in the months of January, February, March, and the first two weeks of April	TBD
Florida/Ocala	Ocala Breeder's Sales Company (352) 237-2154 Jay Friedman	A private thoroughbred auction house that holds auctions in January, March, April, June, August, and October, each lasting a week. Would consider holding public adoptions on a case-by-case basis. Cost is Negotiable	There are no scheduling requirements	TBD
Florida/Ocala	Southeastern Livestock Pavilion and Marion County Fairgrounds (352) 840-5606 Kathy Schanzer	The BLM is holding the second of two adoptions in January 2001. The last time they were there, they brought 100 head for a three-day adoption. Cost: $125 per day for the reception hall, which is used as an office, $250 per day for rental fee, and $5 per head (this fee can be waived).	They can book the site for 2002 starting in January 2001. This coming event was booked in June for a January adoption.	TBD
Georgia/Savannah	Mounted Patrol Barn City of Savannah Savannah Police Department (912) 652-3516 Captain LaGrange or Sergeant Lawhorne	595 acres accessible via Route I-16. No indoor facilities available. Only land to put up portable corrals with access to water and electricity. They are interested in acquiring horses, as well, through the adoption process. Cost and availability: TBD	TBD	TBD

Georgia/Savannah	Oetgen Ranch (Private) (912) 748-5031 Debbie Oetgen	Privately owned 800-acre ranch. Lighted 125' by 250' arena with two large holding pens. 40 acres available for parking and setting up temporary corrals, if necessary. Water and electricity available. They frequently hold large horse shows at this ranch. Cost: negotiable	Private ranch. Scheduling is up to the owners	Located on West Hwy 80, 15 miles from Savannah.
Louisiana/ Alexandria	Rapides Parrish Coliseum (318) 442-9581 James Johnson	The BLM held an adoption at this site three or more years ago with some problems. The facility includes an open-air barn with numerous stalls and an area where the BLM could set up temporary corrals if needed. Water and electricity available. Cost: approx. $300 per day.	They can schedule the facility up to two years out	The coliseum is located on 28 West in Alexandria
Louisiana/ Alexandria	Cowboy Town (currently under construction but accepting reservations) (318) 793-5683 Jackie Moore or Rusty Berry	New facility under construction. Will have 285 indoor horse stalls, two arenas 125' x 300' and 150' x 250'. Water and electricity available. Cost: Rent for the smaller arena is $600 to $700 per day, with a $12 per stall fee. The larger arena is $1300 per day.	They are currently scheduling out to 2005	Located along Route 149, 5 miles outside of Alexandria
Louisiana/Houma	Terrebonne Livestock Agriculture Fair Association (504) 876-5100 Donna Price	28 indoor stalls, and 18 outdoor stalls. Open arena area 95' by 160', with covered bleachers. Area for BLM panels and water and electricity available. Cost: TBD	Can schedule out to one year	Arena access off of Highway 24
Louisiana/Houma	Q80 Arena (privately owned) (504) 873-6126 Lisa Quatravan	Open and uncovered private arena with grandstand. Size is PRCA rodeo standard. Holding pens available on site with room available for temporary corrals if necessary. Water and electricity available. Cost: Negotiable	Can schedule out to one year in advance	Located on Highway 90, off of I-49
Louisiana/ Lafayette	Dominic Stockyard (337) 896-6995 Michael Dominic	More than 200 individual pens for animals and additional open air stalls. They also have permanent pens available with access to water, and an arena that seats roughly 500 people Cost: $500 per day.	Schedule out 6 months or more	6 miles off of I 10

Louisiana/ Lafayette	Blackham Coliseum (337) 482-6441 Shiela Blanco	Indoor arena complex with concrete floors. Livestock barns located behind the complex where the adoption could take place. Double barn is 15,000 square feet, with no stalls, heat or electricity. Room available for temporary corrals Cost: Double barns rent for $400 per day.	Will schedule out two years in advance	Located along main artery in Lafayette
Mississippi/Biloxi	Harris County Fairgrounds 228 832-0080, Fax: 228 831-3364 Mike McMillian	The BLM has held adoptions at this facility in the past. Covered arena 130' x 250'. There are 160 stables and outdoor areas large enough to set up temporary corrals. Cost: $250 per day	Can be booked out two years in advance	The fairgrounds are 15 miles from Biloxi and 50 miles from Hattiesburg
Mississippi/Biloxi	Jackson County Fairgrounds 228-762-6043	TBD	TBD	TBD
Mississippi/Biloxi	Jackson County Fairgrounds (228) 762-6043 Jim Hart	75 individual pens and numerous large pens. Can build temporary pens/arena (150' by 250') behind civic center to hold the event. Access to water and electricity. Cost: Negotiable – rent will cover expenses.	Will schedule out 6 months. Mid-week is best so as not to compete with civic center events	I 10 and Highway 90
Mississippi/ Hattiesburg	Laurel Fairgrounds (601) 649-9010 Tommy Squires	30 miles from Hattiesburg. 33,000 square foot arena, 126' x 280'. Arena is covered with tie panels to make temporary corrals. Cost: $500 per day	Two years in advance	TBD
Mississippi/ Hattiesburg	Forrest County Multi-purpose Center (601) 583-7500 Ben Willoughby	The BLM has used this facility in the past and is scheduled to conduct an adoption in April 2001. There is an indoor and an outdoor arena, BLM has used temporary corrals for the horses. There are also 204 portable stalls available. There is electricity and water. Cost: $250 per day	Willing to schedule out as far in advance as the BLM would like.	Accessible to Highways 59, 49, and 98
Nevada/Carson City	W.I.L.D. Arena (Wild horses Inmates Life Development)	Available in the summer. Close to Carson City.	TBD	TBD
Nevada/Las Vegas	Eldorado Equestrian Center 702-896-1355 Tracey Viccaro	Small private facility. Can accommodate small adoptions. 3 large holding pens, on 5 acres of property. Ample parking on the street and in drive. Private facility so there are no scheduling requirements. Cost: negotiable	TBD	Located in Las Vegas near 215 Freeway

Nevada/Las Vegas	Clark County Recreation Department. Horsemans park 702-455-8281 Kathy Baran	The BLM has conducted adoptions at this facility in the past. 3 arenas, 10 large holding pens with moveable panels. 280 individual stalls and ample parking. Water and electricity available. Cost: depends on the event	Will schedule out one year in advance	Accessible to Highway 95
Nevada/Reno	Reno Livestock Event Center 1350 North Wells Ave. John House 775-688-5750 Kathy Barcumb (produces the show and works for the Horse commission) 775-849-3625 Reno, NV 89512	Electricity and water available. Every year hosts the BLM adoption and WH&B show on same day to attract adopters. Is the premier place in Reno to host event. Palomino Valley Corral is close by, that's where most people go to adopt horses because of large selection of 1400 horses. Cost is negotiable.	Already booked	Yes
New Mexico/Las Cruces	Southern New Mexico State Fair (505) 524-8602 Joyce Hignight	The BLM has scheduled an adoption for September 2001 at this site. The facility has an outdoor, uncovered arena with 20 pens to accommodate large numbers of horses, as well as smaller stalls for individual animals. Water and electricity available. Cost: $150 per day	Schedule out for one year	Located 11 miles from Las Cruces off of I-10
New Mexico/Las Cruces	Otero County Fair Association (505) 434-0788 Kelly Oliver	The outdoor, uncovered rodeo arena seats approximately 1800 people and is over 4,000 square yards. There is a livestock barn with 70 individual stalls, as well as holding pens for a larger number of horses directly off of the rodeo arena and water and electricity are available. Area in the practice arena for the BLM to set up panels. Cost: $50 to $100 per day	Schedule out 1 year in advance	66 miles from Las Cruces, along interstate US 7/54
New Mexico/ Santa Fe	New Mexico State Fair (505) 265-1791 Kayleen Graham	The BLM used this facility within the last 10 years. The indoor arena is 117' x 246' and rents for $500 per day. The outdoor arena is covered 110' x 230' and rents for $400 per day. There are holding pens available outside near the outdoor arena and there is water and electricity available.	Rent out 6 months in advance	Accessible to highway 140
New Mexico/ Santa Fe	Sheriffs Posse Rodeo Arena (505) 292-6515 J.C. Stevens	The BLM has used this facility more than 5 times in the past. Large, covered arena that measures 300' by 120'. Water, electricity, bathrooms and ample parking available. Cost: Rent is $350 per day with added clean-up fee.	Schedule out for one year	2 Miles from I 25

North Carolina/ Goldsboro	Pikesville Horse/Livestock Sale (252) 242-5430	Has a sale every first and third Friday of the month Cost: TBD	TBD	TBD
North Carolina/ Goldsboro	Wayne County Livestock Development (Wayne County Fairgrounds) (919) 731-7669 (fax) Curtis Shiver (fax letter asking for information)	The fairground has an arena, though it is uncertain how many stalls. Electricity and water are available. Cost: TBD	Unknown	Outside of Goldsboro
North Carolina/Hickory	Catawba County Fairgrounds (828) 327-4846 Ralph Apcock	The fairgrounds has used a large, uncovered, outdoor area for similar events (usually used as a baseball field). BLM would probably have to bring its own panels. Water and electricity are available. Cost: TBD	Unknown	On Highway 70, outside of Hickory
North Carolina/Hickory	Private property in Vale, NC (704) 276-1685 Goose and Jeri Ballard (would like to receive more information before next contact)	This private farm has an uncovered area appropriate for an auction, though only 30+ stalls. Water and electricity hookups are available. Cost: TBD	Stretched thin through late summer.	Off Route 1113, south of Hickory
North Carolina/ Jacksonville	Onslow County Fairgrounds (910) 346-3871 (home), (910) 455-1551 (work) James (Jimmy) Davis	No stables, though probably room for BLM's stalls. Event would probably have to take place in the uncovered parking lot. Water and electricity are available. Cost: TBD	Fairgrounds are infrequently used; schedule is open.	On a side street off of Rout 17-S outside Jacksonville
North Carolina/ Jacksonville	Camp Lejume (910) 451-2238 (Sam Dixon, Manager)	Camp Lejume stables has many open stables and a large, uncovered, outdoor area appropriate for such an event. Water and electricity are available. Cost: TBD	Schedule varies; reserve far in advance if event occurs during summer.	Off of Interstate 1 near Sanford
Oklahoma/Enid	Chisolm Trail Expo Center P.O. Box 586 Enid, OK 73702 Steven Barnes: 580-237-0238	160 Acres 310' x 330' dirt arena Electricity and water 200 stalls Cost: arena: $750/day Trade show arena: $600/day Coliseum: $2500/day Horse stalls:$10/day	Booked on availability. Can book two years in advance	Hwy 81-1/4 mile west of fairgrounds US 412- 3 miles north I-35-20 miles west I-40- 60 miles north

Oklahoma/Enid	Meadow Lake Park Rupe Street and Van Buren in Enid, OK 73702 Donald John 580-234-4000x323	Outdoor arena Water and electricity are available No stalls Cost: No cost, based on board approval.	One to two months in advance…has to get approved by the park board	Hwy-81- off of Van Buren
Oklahoma/ Lawton	Lawton Ranger Rodeo 2102 SE 60th Lawton, OK 73501 Delbert Warren 580-357-3743 home 580-695-3040 cell	40 acres with arena 15 holding pens Water and electricity Cost: $500/day or best suggestion	First come first serve	I-44- runs through Lawton
Oklahoma/ Lawton	Comanche County Fairground 920 South Sheridan Rd. Lawton, OK 73501 Joe Kirk or Richard Pool 580-357-1483	Expo center - 80,744ft x 184ft Water and electricity 225 stalls Cost: Expo- $600/day does not include extras (clean up/set up)	First come first serve…contract and deposit	HE Bailey Turnpike
South Carolina/Florence	Florence County Fairgrounds (843) 665-5173 Bobby Jones	Outdoor area Water and electricity are available. Cost: County permits required.	Unknown	Fairgrounds are located on the E side of the city, off Route 501
South Carolina/Florence	Westfall Arena and Entertainment Complex (803) 432-9100 Larry Westfall	Covered arena (250' x 140') with seating 250 stalls Water and electricity available Cost: Estimate around $2500	Schedule uncertain, but best to book far in advance	In Camden, off of Interstate 20 – about 25 minutes from Florence.
South Carolina/Myrtle Beach	Dreamcatcher Therapeutic Riding Center/ Beaver Dam Equestrian Center (843) 365-9550 Ann Van Dyke	Outdoor, uncovered arena and 7-8 paddocks appropriate for horses. BLM would have to bring its panels. Water and electricity are available. Cost: Make donation to nonprofit	Schedule very open	In Conway on Route 501, about 20 miles from Myrtle Beach
South Carolina/Myrtle Beach	The Equestrian Center (843) 546-3685 Ronna Jacobs	The Center has an outdoor arena. BLM could set up temporary panels. Water and electricity are available. Cost: TBD	Schedule far in advance	In Georgetown, SC, south of Myrtle Beach
South Carolina/Sumter	Sumter County Fairgrounds (803) 436-2270 Tom Oleson	Indoor exhibition center, BLM used three years ago. Water and electricity available Cost: TBD	Schedule six months in advance	Near Route 521 outside Sumter

South Carolina/Sumter	Westfall Arena and Entertainment Complex	See Florence	See above	See above
Tennessee/ Chattanooga	Mckenzie UTC Arena (423) 755-4706 Ken Capalinski	11,000 seat indoor arena. 181' by 151', with cement floor and no floor drains. They hold rodeo events every year, but they don't have any stalls. The BLM would be required to bring their temporary corrals. Cost: $2000 per day	one year in advance	Yes
Tennessee/ Chattanooga	Camp Jordan Arena (423) 490-0078 Frieda Wheeler	Large indoor arena on 257 acres along the TN and GA border. The indoor facility is 34,000 square feet, with cement floors and no stalls for animals. Area for temporary panels Cost: $1200	Schedules 5 years out	Yes
Tennessee/ Jackson	Jackson Fairgrounds Park 800 South Highland Ave. Jackson, TN 38301 Betty 901-425-8384	Electricity and water available. Fenced-in uncovered track with dirt available. Is used for rodeos. Could hold 50-100 horses. Cost:$500/ day $150 clean-up fee	TBD	6-8 miles from I-40 in Southside of Jackson
Tennessee/ Jackson	Jackson Equestrian Center 901-427-8768	TBD	TBD	TBD
Tennessee/ Johnson City or Knoxville	Walter State Expo Center 1615 Pavilion Drive White Pine, TN 37890 Jon Baldi 423-318-2720	Electricity and water available. Indoor arena 300 x 150 3,800 seats and 200 wooden stalls Cost: $500/day plus $100 clean-up fee	Need to book 1-1.5 years in advance	One mile from I-81
Tennessee/ Johnson City	W.N.C. Horse Complex 1301 Sinning Bridge Rd. Fletcher, NC 28732 Beverly 828-687-1414	Electricity and water available Covered outdoor arena 120' x 240' BLM must provide panels Cost: $500/day	As soon as possible.	One mile from I-26. 60 miles from Johnson City.

Tennessee/ Knoxville	Roane State Community College 865-882-4590	TBD	TBD	TBD
Tennessee/ Knoxville	Chilhowee Park P.O. Box 14182 Knoxville, TN 37914 Tom Cinnamon 865-215-1450	Electricity and water available Covered area 11,200 square feet Stalls available Cost: Fee is negotiable. Approx. $400/day	Need to book at least 1.5-2 years in advance	1000 ft from I-40E
Texas/Brazoria	Brazoria County Fair Association (979) 849-6416 Delia Roberts	PRCA-rated covered arena Water and electricity available Cost: $350 to $500 per day	One year in advance.	Located off of Highway 35 14 miles out
Texas/Brazoria	Fort Bend County Fairgrounds (281) 342-6171 Travis Boeker	The BLM held an adoption at this site within the last 2 – 3 years. Has covered, arena, 261' x 415', and they can accommodate up to 150 horses. BLM to set up panels. Water and electricity available. Cost: TBD – Government rate available	Schedule up to one year in advance	Highway 59
Texas/Gladewater	Gladewater Rodeo Arena (903) 844-2805 Todd Clifton	Texas' largest PRCA standard arena. Uncovered, seats 5 – 6K, 4 holding pens, room to set up temporary corrals, water and electricity available Cost: Depends on the event	Schedule out 6 months to one year in advance	Accessible from U.S. Highway 80
Texas/Longview	Maude Cobb Activity complex (903) 237-1230 Chris Walters	Large facility that hosts 5 – 6 rodeos per year. Outdoor, uncovered arena that seats 8000, and measures 100' by 300'. Water and electricity and room to set up temporary holding pens. Cost: $250/day.	Schedule up to one year in advance	Accessed from Interstate 20
Texas/ Sherman/Denison	Grayson County Fairgrounds – Loy Lake Park Arena (903) 464-0603 Floyd Franklin	Large, rodeo arena to set up temporary panels. Water and electricity Cost: Approx. $100 per day.	No time limit set.	Arena is located in Denison and is accessible to Highway 75
Texas/ Sherman/Denison	Texoma Quarterhorse Association Arena (903) 463-3825 Glenn Lashley	Large, PRCA-approved arena. Holding pens accommodate up to 100 horses. 5 acres with room to set up temporary pens. Water and electricity Cost: $250 negotiable	Open year round. Will schedule around association events	Halfway between Denison and Sherman off of Hwy 75

Texas/Texarkana	J & J Livestock Auction Company (903) 832-6401 Joe or Jane Dawson	Large, private facility indoor, sand arena, and 175 individual stalls for animals. Can accommodate temporary holding pens. Water and electricity available. Cost: TBD	Depends on their auction schedule.	Accessible to Interstate 30, 59, and Highways 82 and 67
Texas/Texarkana	Four States Fairgrounds 1 (800) 776-1836 Tammy Drewery	Livestock barn. Numerous holding pens available, and they can be reconfigured to suit. Water and electricity available Cost: $400 per day	Will schedule out to one year	Located near I 30 and the 245 Loop

Middle

State/County/City	Location Name Address	Description	Reservation lead time	Access to hwy or cities
California/ Chico (for Yuba City)	South Butte Stables Contact: Bill Kenny 530-755-0154	Covered and outdoor arena, water, electricity, and room for temp corrals. Cost: Negotiable	Fairly flexible – up to 6 months	Yes
California/ Merced	Stanislaus County Fair Contact: Laura 209-668-1333	Facilities: barn, corrals, arena. Cost: $85-150 per day for barn	Lead time – 6 mo – 1 yr Availability – late April and late May already heavily booked.	Yes
California/ Merced	Merced Horsemen's Club Contact: Terry Preist (for now – later Debbie Christ) 209-723-4337	Facilities: arena, stalls. Cost: approx $450 per day/negotiable	Lead time: Year in advance in January.	Yes
California/ Redding	Anderson/Shasta District Fairgrounds Contact: Stina 530-378-6789	Facilities: covered and uncovered arenas (portable fences), 100 stalls, water, and electricity Cost: $7 per horse per day, not including bedding.	Lead time: 4-6 months	Yes
California/ Redding	Tehama District Fairground Contact: Mark Idman 530-527-5920	Facilities: Barn (11' x 250'), 100 stalls, corrals. Have held BLM adoption several years ago. Cost: approx. $275 per day for barn, stalls = $15 per day	Availability: Very busy end of Sept, April, and Jan. Lead time: varies	Yes

California/ Yuba City	Yuba Sutter Fairgrounds 530-674-1280	Have barns and arena, water and electricity available. Cost: $150 per barn/day $2000 for arena per day	Lead time: approx. 6 months	Yes
Colorado/ Grand Junction	Mesa County Sheriff's Pose Contact: J.J. – for now – there will be a new grounds manager soon and that is the best contact. 970-242-1910	Arena and covered pavilion, water, electricity available. Have had BLM adoption program before (3 years ago) Cost: TBD	Lead time: 6 months	Yes
Colorado/ Greeley	Adams County Regional Park and Fairgrounds Contact: Melanie 303-637-8000	Indoor arena, barns, and stalls for 100 horses. Cost: (Nonprofit rates 325 arena, 200 barn, stalls the same).	Lead time: 6 months – 1 year	Yes
Colorado/ Grand Junction	Mesa County Fairgrounds Contact: Leanne 970-256-1531	Covered arena, 16 barns with 200 permanent stalls. Cost: $225 per day for arena $10 per night per horse for stalling	Lead time: asap – 6 months at least April, May, June are booked.	Yes
Colorado/Greeley	Island Grove Contact: Richard (Dick) Quaco, Kathy for scheduling 970-350-9392	Indoor, enclosed arena, holding pens, bucking shoots, can accommodate 100+ rough stock. Cost: nonprofit rates available	Lead time 1-1 ½ years Availability: tight – especially June.	Yes
Delaware/ Sussex/Greenwood 25 miles from Dover	CD Harris Riding Stable 302-349-5362	Largest riding arena in area; open space to set up additional pens; water/electricity available Cost: TBD	At least a few months prior	8 miles outside of Greenwood; close to route 16
Delaware/Kent/ Harrington	Delaware State Fairgrounds 302-398-3269 Contact Frank Chick	Arena. Bleachers for 2,700 people, show ring surrounded by 36" vinyl fencing, sound and lighting system, water, electricity and ample parking. Cost: TBD	They have worked with BLM before and would like to continue.	Near I-13 and I-316
Idaho/ Boise	Western Idaho Fair Grounds 5610 Glenwood St., Boise, ID 83714 Director: Tom Raffetto 208-376-3247 fgrafftj@adaweb.net	Covered and uncovered arena, water, electricity. Racetrack next door also has stalls available for additional horses. Cost: $450/day (draft barn) = $10 first night per stall, $5 second night and on.	Lead time = 6 months minimum Available April – June, Sept – Oct.	Yes

Idaho/Boise	Idaho Horse Park P.O. Box 279, Nampa, ID 83653 Director: Rod Orson 208-468-1000.	Has covered stalls, uncovered pens to hold 500 head of stock (6ft tall) and smaller pens that connect to riding ring (300 ft by 150ft). www.idahocenter.com Cost: approx. $1,500 for a weekend	Lead time – soon – October better month than July (July rodeo).	Yes 20 miles west of Boise
Indiana/ between Terra Haute and Goshen	Shipshewana Livestock Auction Keith Lambright: 219-768-4129	Friday regular sale or private Saturday adoption. Cannot have animals on grounds more than one day. Must work within their schedule. Cost: $30 per head	A couple of weeks	6 miles from most to all major outlets
Indiana/Elkhart/ Goshen	4-H Fairgrounds Phone: 219-533-3247	60' x 166' arena, heat, restrooms Cost: $400.00 /day w/ ½ day set-up	ASAP	Hwy access
Indiana/Vigo/ Terre Haute	Vigo County Valley Fairground John Hancewiez (Purdue Ag. Ext. office) @812-462-3371	150 acres; livestock pavilion and show arena (both w/ stadium seating). Electricity and water available BLM to bring in holding pens Parking available Cost: Need to review BLM proposal.	As soon as possible; Oct. or Nov. works best	One mile from major highways. Very well known in the area
Iowa/ Iowa City	Kirkwood Community College Equestrian Center Contact: Dave Halverson 319-398-1266	TBD	TBD	TBD
Iowa/Dubuque	Dubuque County Fairgrounds Contact: Paula Wolfe 319-588-1406	Newly renovated barns, water, electricity, stalls and wash rack. Cost: approx. $200 per day for barn, plus cost of clean up. $500 deposit	Lead time:2-6 months	Yes
Iowa/Dubuque	Hastyheart Equestrian Center Contact: Aggie 815-747-2619	Facility has large indoor and outdoor arena, and large pasture. Site has water and electricity. Cost: Negotiable	6 months	Yes Site is located on top of a medium-size hill
Iowa/Iowa City	Johnson County Fairgrounds Contact: 319-337-5865	Facilities: Has two arenas, one covered. Water and electricity available. Cost: $100 per day for covered ring – barn cost too difficult for them to estimate without more info.	Lead time: 6 month – 1 year Availability: March full, August not sure yet.	Yes

Kansas/Lawrence	Shawnee County Fairgrounds – Kansas Expocentre Topeka, Kansas (20 miles west of Lawrence). Contact: Brad 785-235-1986	Arena, exercise area and stalls barns. Water and electricity available. Cost: approx. $450 per day for arena	Lead time: approx. 1 year – they have a lot of annual events already booked, but do still have some openings – depends upon exact dates.	Yes
Kansas/Lawrence	Douglas County Fairgrounds 785-331-1372 Gary Merritt	Brand new barn just under an acre inside – dirt with 20 ft concrete apron Water electricity available Cost: government rates	Lead time: book at least a year in advance	Yes
Kansas/Wichita	Kansas State Fair Grounds Hutchinson, Kansas (about 20 miles out of Wichita). 316-669-3600 Contact: Weldon	Facilities for 250 horses in stalls under roof, expo center with arena, have lots of horse events here. Cost: Facility $475/day, plus cost of stalls, bedding (about $16 per day per stall).	Lead time: minimum of 6 months, 1 year or more preferable. Would not be able to hold adoption in conjunction with other events.	Yes
Kansas/Wichita	Kansas Coliseum 316-755-1243 1229 E 85th N, Valley Center KS 67147 Contact: Mr. Nath	3 pavilions with arenas, stables and shoots Cost: TBD	Lead time: 1 year Availability: still open for March 30 and Sept 14 (as of 12/12)	Yes
Kentucky/ Henderson (Evansville, Indiana)	4-H Center Fairgrounds 812-867-6217	Livestock pavilion (indoor), outdoor grandstand with arena, smaller horse arena outdoor, several barns, and three dressage arenas. All with water and electricity. Cost: $484 per day for indoor arena ($1090 for all facilities).	Lead time: 1 year Availability: pavilion not available until April 1, 2001.	Yes
Kentucky/ Henderson (Evansville, Indiana)	Signal Knob Equestrian Center 812-867-0933	TBD	TBD	TBD
Kentucky/ Hopkinsville	Western Kentucky Fairgrounds 270-885-6919	Covered pavilion Water and electricity available Cost: approx. $250	Lead time: up to a year or more Availability: April, May, and June look open – August is their busy month.	Yes
Kentucky/ Hopkinsville	Murray State University Equine Center Contact: Matt Buffington or Dr. Jim Rudolph 270-753-8112	TBD	TBD	TBD

Kentucky/ Lexington	Caterview Equestrian Center 859-273-4456	TBD	TBD	TBD
Kentucky/ Lexington (in Georgetown, KY, 15 miles from Lexington)	Highpond Equestrian Center 502-863-2944	TBD	TBD	TBD
Missouri/ Buchanan/St. Joseph	St. Joseph Livestock Center Phone: 816-238-4482	Full sale facilities available. Arena, holding pens, runways. Electricity and water available. Cost: Information not available yet.	ASAP	Yes
Missouri/ Greene/Springfield (Site found in Brookline, MO; 10 miles from Springfield)	Porterfield Arena and Stables Contact: Dolan Porterfield @ 417-862-6816	Two arenas available: 100x190 And 70x100. Water and electricity available. Room for BLM to set up holding pens. Cost: Negotiable	One month	2 miles off interstate 44
Missouri/ Greene/Springfield	Ozark Area Fairgrounds Contact: Marla J. Proposal: 417-833-2660	Electricity and water available. Indoor covered arena 76' x 220'. Website shows further diagram: www.ozarkempirefair.com Cost: varies	Attached faxed worksheet describes available weekends.	2 blocks from 1-44, in NW section of state. Facilities are known and visited within a 100-mile radius.
Missouri/Jasper/ Mt. Vernon (Joplin)	Joplin Regional Stockyards – Horse facilities just moved 5 miles down the road to White's Horse Sales Contact: Helen White 417-325-4141	Full horse sale facility. Sales arena; drive-thru unloading; theatre seating. They have just moved over and finishing up remodeling. Cost: TBD	2 months ideally	Near 1-44
Ohio/ Van Wert (30 miles from Lima)	Van Wert County Fairgrounds *Contact: Paul Oechsle*	Covered arena 50 x 100 with bleachers No panels on site Electricity and water available Smaller site. Cost: TBD	3-4 months	yes
Ohio/Allan/Lima	Allan County Fair Grounds 419-228-7141 rental fees have been faxed	Large facility, indoor and outdoor arena. Electricity and water available. Cost: TBD	April: open Oct: open; cold Nov: open; cold	Right off I-75

Ohio/Jefferson/ Steubinville	Scio Livestock Auction Call into Gary Cain (local auctioneer 740-266-2246) Richard Sniter 740-945-4453	5 acres of parking 1-2 acres ground to set up panels. Barn available Water and electricity available. Cost: Usually $25 per head, but negotiable.	Open through most of the summer	1 mile from hwy
Ohio/Van Wert	Hatcreek Ranch and Rodeo Phone: 419-232-BULL	Full rodeo facility. Indoor/outdoor arena with bleachers. Electricity and water available. Cost: negotiable and positively predisposed to BLM. *(Note: very interested and willing to help. Wants to promote facilities and is supportive of wild horse program.)*	ASAP	Close to state route 30
Pennsylvania/ Altoona (site in Bedford County; 30 miles south)	Bedford County Fairgrounds Fair office hours are 9-12:30 eastern time. (6-9:30 Pacific) call 814-623-9011	Water and electricity available. Contact is willing to work with BLM to suit needs. Various facilities available; horse barns and large judging arena, larger holding pens and sale arena Cost: TBD	TBD	Yes
Pennsylvania/ Mercer	Crooked Creek Horse Park P: 724-295-3294	TBD	TBD	TBD
Pennsylvania/ Mercer/Sharon	Mercer Livestock Facilities Trish (owner): 724-662-5614	Auction arena; often used for horse sales. BLM held an adoption at location 5 yrs ago. Holding pens (15) large 12 x 35 & some smaller 12 x 12. Barn has electricity & water. Four auctioneers on staff. Cost: $2,000 for three.	Apr. – not second week May – not first week June - Open Preferred lead time – 6 weeks	3 miles from I-80 4 miles from I-79 15 miles from Turnpike
Pennsylvania/ Mercer/Sharon (site in Meadville, PA; 33 miles away)	G L Stables Contact: Mary Elementson 814-333-2785	Arena, water and electricity available. Room for parking and trailers. Cost: Price negotiable and favorably predisposed to BLM.	TBD	Close to hwy
Utah/Provo	Spanish Fork Fairgrounds Contact: Steve Money 801-420-5949	BLM adoption events here in the past. Have barn with water and electricity. Cost: $250 per day for barn.	Lead time: booking about 1 year in advance, said should be able to accommodate us if have some flexibility in the dates.	Yes

Utah/Provo	Moonridge Equestrian Center Contact: Wendy Hanger 801-768-0898	Has indoor and outdoor covered arena, both with electricity and water. Would need to set up BLM panels. Cost: approx $100 per day.	Lead time 2-6 months	Yes
Utah/Salt Lake	Salt Lake Equestrian Center Contact: John 801-254-0106	Has indoor arena, stalls, etc – has hosted adoptions here before. Cost: $500 per day plus deposit if feed inside arena.	Lead time: 1 year Availability: September – booked, October – may have some openings	Yes
Utah/Salt Lake City	Hunter Stables and Arena 801-359-6437	TBD	TBD	TBD
Virginia/ Albemarle/ Charlottesville	Foxfield Racing Association Contact: Patrick Butterfeild 804-293-9501. Send info to: Attn: Patrick Butterfeild PO Box 5187 Charlottesville, VA 92205	50 acres of open land with access to water and electricity. BLM must supply all panels. Cost: $1500 per day.	1-2 months or as soon as possible	Four miles outside of town. Near hwy 64 and 29
Virginia/ Albemarle/ Charlottesville	Nutmeg Farm Contact; Barbara Shifflett: 804-293-6396	Full horse facility; hold horse sales on site and is open to opportunity. The facilities include a large covered show/auction facility and water/electricity.	A few months prior	Close to hwy access 15 miles from Charlottesville
Virginia/Campbell /Lynchburg	Lynchburg Livestock Market Contact: Ed Metcalf 804-821-5956	100 pens around ring @ 10' x 12', 10x20, 10x24. (larger can fit up to 5 horses) 20 – 30 electric waterers in pens. Electricity available Sunday conflict. Cost: $1500 for three days	1-2 months	Right off hwy 29
Virginia/Campbell /Lynchburg (site in Lexington, VA; 30 miles from Lynchburg)	Virginia Horse Center Robert Reel at 540-463-7060 Or main number: 540-337-5979	Multiple arenas; 150x300, also have winterized 2 barns with an indoor arena, 3 dressage rings. Electricity and water available. They have held BLM adoption on site before Cost: TBD	TBD	1 mile from VA-HWY 39

Virginia/Campbell /Lynchburg (site in Greenville, VA; 40 miles from Lynchburg)	National Horse Stalls Contact/Owner: Madelyn @540-337-5970 Pat and Karen are fee.	325 acres; covered arena; stalls surround arena; back of arena leads to 10 paddocks where BLM can put holding pens and run horses to arena. They also have lodging on facility if people need to stay overnight. Cost: TBD	ASAP	2 miles from I-81
West Virginia/ Marshall/ Moundsville	Marshal Co. Fairgrounds 304-845-8659 additional contact #304-845-3980	Auction barn with sales ring and seating (covered) and open area for set up of additional pens. Water and electricity available	2-3 months	Easy access to hwy (11.3 miles from Wheeling)
West Virginia/Cabell/ Huntington	Melody T Farms Sheri Nicholls 304-736-9595	Riding arena. Water and electricity available. 17 stalls but no holding corrals. Paddocks are available for BLM to set up holding pens. Parking availability is possible concern. Cost: Negotiable	Have not rented before, so as much as possible is appreciated	Close to I-64
West Virginia/Cabell/ Milton (Close to Huntington)	West Virginia Pumpkin Park Contact: Bill Kelly P: 304-743-6437 Address: W.D. Kelly Route 3 Pox 66 Milton, WV 25541	Arena/show ring available. Water and electricity available. BLM needs to bring in holding pens. New facilities. Cost: They requested a letter outlining needs. Prices vary on event and host.	As much time as possible. Spring and Summer look pretty open to date.	Facility right off I-64
West Virginia/near Wheeling Site in Washington, PA; 25 miles from Wheeling	Coventry Equestrian Center Kirsten Herman: home 724-222-2171 Barn 724-223-9692	They do rent out facility. More info. TBD	ASAP	yes

North

State/County/City	Location Name Address	Description	Reservation lead time	Access to hwy or cities
Connecticut/ Danbury	Ridgefield Equestrian Center (203) 438-7433	TBD	TBD	TBD
Connecticut/ New London	Chester Fair (860) 526-5947	Has indoor and outdoor arena-very large (livestock type show arena). Water and electricity available. Cost: $5000-$7000/weekend	Well-known location	2 months

Connecticut/ New London	Montville Fairgrounds (860) 848-9712	Has covered and outdoor arena suitable for event. Water and electricity are available. Cost TBD	Well-known location. 14 minutes from New London	6 months
Illinois/Kankakee	Kankakee Fair and Exposition (815) 932-6714	Has an indoor and outdoor show barn. Barn is 60x120. Access to water and electricity. Cost: $700.	2 months	Yes
Illinois/Kankakee	Twin Oaks Boarding Stable Contact Amy or Nole at 815-468-3725	100x200 arena; plenty of room to set up holding pens; known facility in area; water and electricity available. Cost: TBD	ASAP or at least a few months.	Yes
Illinois/ Champaign	Champaign County Fairgrounds 217-367-8461	Facilities are rented out and have space, water, electricity, and hwy access as needed. Cost: TBD	TBD	Two miles from I-74
Illinois/Lincoln Close to Peoria and Champaign	Logan County Fairgrounds (217) 648-2482	Covered show arena. Cost: $1000 (rough estimate).	10 days in advance. Requires a deposit.	2 miles from I-55
Illinois/Peoria	Heart of Illinois Fair Contact Joanne (office manager)	Has a covered arena. BLM adoption 5 years ago. They are set up for direct payment w/ federal govt.; very interested in rebuilding relationship. Cost: $360/day.	ASAP	Yes
Illinois/Peoria	Fulton Co. Fair	Traditional fairgrounds with space, water, electricity, and parking Cost: TBD	ASAP	Yes
Maine/ Kennebunkport	Rockin Horse Stables Contact: Susan or Vincent Thelin (207) 967-4288	50' x 60' horse arena. Covered stables and lower fields and pasture to hold 80 to 120 horses for 3 days. Electricity and water are available. Has enough space for a 20x20 loading area. Cost: TBD Favorably predisposed to BLM	Two months	5 miles from a major highway. 21 miles from Portland, Maine
Maine/Lewiston	Esprit Equestrian Center (207) 353-8533	TBD	TBD	9 miles from the town of Lewiston
Maine/Skowhegan	Skowhegan State Fairgrounds Grounds manager: (207) 474-2947	Pens available to hold 80-120 horses with covered arena. Water and electricity. Cost: TBD	6 months	4.6 miles from Bangor Located on Route 201.

Maine/Bangor	Union Fair Ralph Miller (207) 785-3281	Covered and outdoor arena (very large show arena). 60x75 arena outside. Water and electricity available. Cost: $7000	Memorial weekend and all of September are available. The remaining months are booked. 12-month lead time.	4.5 miles from Bangor
Massachusetts/ Barnstable	Kk Equestrian Center 34 Boardley Road Sandwich, MA (508) 420-1182	TBD	TBD	Yes 10 miles from Barnstable
Massachusetts/ Barnstable	Emerald Equestrian Center 131 Plympton Street Middleboro, MA 9508) 946-3532	TBD	TBD	Yes 32 miles from Barnstable
Michigan/Battle Creek	Kellogg Arena Kevin 616-963-4800	Modern covered facility; can block off a 10,000 sq ft space to accommodate horse adoption. Have rodeos often. Must bring in dirt. Seating available. Cost: $650/day/$325 ½ day	June-Aug: wide open Sept-Oct: busy	Well-known location
Michigan/Battle Creek	Calhoon County Fairgrounds Lee Beam 616-781-8161	Covered, open sided, 8,000 sq ft arena, bleachers to seat 300; space to bring in own holding panels, horse barn available for overnight w/ tie stalls and box stalls. Cost: $1000—1200 for 3 days Can also recommend auctioneers for adoption	June: 8,9,10,22,23,24 Dates available June, Sept. Oct.	Very central. One mile from hwy I-69 & I-94
Michigan/Benton Harbor	Barrian County Fairgrounds Karen Kluge 616-473-4251	Cost: TBD	Aug: NA (fair)	Well known to locals
Michigan/Jackson	Jackson County Fairgrounds Sally Griffis 517-788-4405 ext: 207	Outdoor covered arena, 112x56, dirt floor, electricity/water, must bring in own panels Cost: $500-600/day	July: Open Sept: Open Oct: Open	Very well known, close to hwy I-94
Michigan/Jackson	Livestock Napoleon 517-536-4201	Has hosted a live horse adoption before/can only accommodate 50-60 horses, electricity/water. Supplies hay. Must be coggin tested. $15/horse	Book a month prior to event	
Michigan/ Jackson alternate	Jackson County 4-H Youth 517-788-4292	TBD	TBD	TBD

Minnesota/ Barnum (Duluth alternative)	Carlton County Fairgrounds Shelly Hartman 218-384-3898 (home) Fair office: 218-389-6737 (closed for season)	Has arenas, barns and holding facility. Cost: TBD	TBD	TBD
Minnesota/Duluth	Proctor County Fairgrounds Chauncey Wargin (home) 218-729-8512 Valeria Witty (fair secretary) 218-729-7080 (home)	They have hosted numerous horse shows. There is a brand new covered arena with bleachers that would be perfect for a horse adoption. Cost: TBD	TBD	Right off hwy I-35
Minnesota/St. Cloud	Mcleod County Fairgrounds 840 Century Ave. SW, Hutchinson, MN Marian Filk 320-587-2499	Arena and barn that can hold 80-120 horses. Water and electricity. Cost: $240/day plus a clean-up fee $3/animal.	Book 9 months in advance	Yes 48 miles from St. Cloud
Minnesota/St. Cloud	Stearns County Fairgrounds 320-352-2482	Has facility to hold horse event. Cost: TBD	TBD	Yes 39 miles from St. Cloud
Montana/Great Falls	Four Seasons Arena at Montana Expo Michele Kohut 406-727-8900	Fully-equipped facility. Livestock Pavilion: Dirt floor, covered, stalls and panels, bleachers, show ring, electricity/water, bathrooms/shower. Cost: Negotiable for non-profit.	June: Open Sept: Open Oct: Open.	Close to hwy I-15
Montana/ Missoula	Missoula County Fairgrounds Patty 406-543-6623	Arena, grandstands, bucking chutes, electricity/water Cost: Set by board on review.	June: 1,2,3 Aug: 31/Sept 1, 2 Sept: 7,8,9, 21,22,23, 28, 29, 3 Oct: NA	Well known locale, close to I-90
Montana/ Missoula	Adams Center at University of Montana Marga Warner 406-243-5355	"Perfect location for horse adoption" Cost: TBD	TBD	TBD
Montana/ Missoula	Western Montana Fair 406-721-3247	Open roof rodeo + set- up area. They can set up panels/corals etc. Cost: TBD	TBD	Off hwy 12; not far from I-90

Nebraska/Omaha	Civic Auditorium Stan Benis 402-444-4750	Rosenbot Stadium/arena, 25,000 sq ft, 62,000 sq ft hall to hold horses. Cost: $2500/day + hall	June: open July: open Aug: open	Very well-known, central location Close to I-480
Nebraska/Omaha	Aksarben Leslie Douglas 800-228-6001	Outside arena 31,000 sq ft, bleachers. Livestock barn (inside holding overnight), but does not have many pens. Cost: $800/day	July: open Aug: NA Sept: NA Oct: open	Close to I-80
Nebraska/Sioux City	Dakota Thurston County Fair Grounds. Donna Goodier Sioux City Chamber of Commerce 402-494-1626 Lynda Cruickshank 402-277-6745	Grandstands, arenas (indoor & out), pens, corrals. Cost: TBD	Schedule will be available for booking in January	Close to Sioux City and Hwy 77. Only facility in area
New Hampshire/ Portsmouth	Hopkinton State Fairgrounds (603) 746-4191	Large barns and holding facilities are available. Water and electricity. Has large grandstand that typically accommodates horseracing events. Cost: TBD	6 months	Off I-89
New Hampshire/ Portsmouth	Carriage Barn Equestrian Center Ann Miles (702) 354-4321	Indoor and outdoor arena. Water and electricity. Small Very interested. Has 3 round pens and a paddock facility. Cost: $2000/day	6 miles from I-95	4 months
New Jersey/ Vineland	White Horse Boarding Stables 856-768-8008	TBD	TBD	TBD
New Jersey/ Vineland	Salem Co. Fair Assn. 856-769-0414	TBD	TBD	TBD
New York/ Glen Falls	Saratoga Co. Fairgrounds Contact: Dick Rolens 518-885-9701	27 acres fenced property; 4 barns (horse/cattle/sheep/goats) covered grandstand; 5 covered pavilions; indoor riding arena. Cost: TBD	ASAP (at least a few months)	Off route 87
New York/ Glen Falls Site in Greenwich; 23 miles	Washington Co. Fair Contact: Mark St. Jacques 518-692-2464	Show ring for show and sales; open space; BLM would need to bring in panels. Cost: $500/day est. + clean up	6 months	13 miles from I-87

New York/ Jamestown (Site in Wattsburg; 30 miles)	Erie Co. Fairgrounds Contact: Sue or Donna 814-739-2232	Two arenas: 100x200 and 60x120. Cost: Negotiable positively predisposed	2-3 months Best late June.	Near I-90, I-79, and I-86
New York/]Jamestown (25 mile distance)	Cattaraugus Co. Fairgrounds 716-938-9146	Open space and arena for set up; water/electricity available: parking; traditional fairgrounds. Cost: TBD	3 months at least	Yes
New York/Utica	New York State Fairgrounds Contact: Rus Marquirt 315-487-7711 x1335	Electricity and water are available and is completely mobile. Has large outdoor show arena and can hold 80 to 120 animals. Cost: $500/day.	Must reserve ASAP, at least 4 months out Having livestock sale 3rd week in September.	Two minutes from the rt. 690 west (major highway)
New York/Utica	Fonda Fairgrounds Shirley 518-853-3313	Large horse barn and arena. Water and electricity are available. Cost: $500/day plus $12/horse for grounds cleaning and electricity.	Must book one year in advance. Weekdays available.	Yes 44 miles from Utica
North Dakota/Fargo	Red River Valley Fairgrounds Bruce Olson 800-456-6408	Covered arena (120' x 240'), 120 stalls, grandstands to seat 150, PA system, corrals, water/ electricity. Cost: $2000 and $3000 for Fri/Sat/Sun	July:10—Aug 25 open	Well know/easy to get to location
North Dakota/Fargo	North Dakota Winter Show/arena & grounds Dale Hildebrant 701-845-1401	Already renting space to BLM. BLM to bring in tent, corrals, pens, everything! $500/day	Tentative dates: May 17, 18, 19	Yes
North Dakota/Grand Forks	Grand Forks County Fair Bob Amondson 701-343-2862	Indoor cattle barn, 60 x 170, tie stalls, water/electricity, bleachers available for rent from the stockcar races. There are no other facilities available in Grand Forks. Cost: $500 for three days	TBD	Central well known location. Close to Hwy I-29
North Dakota/Minot (alternate to Grand Forks)	Minot State Fair Grounds Mandy Nelson 701-852-6000 Bid/package is in the mail	Large covered facility. Arena, stands, covered, pens...have had horse adoptions before. Cost: $800/day; move in day $200. 40' x 40' round pen costs $50 for 3 days. Bleachers cost $22 per set for 3 days Charge for dirt TBD	Summer months pretty open. Except in July.	2 hours from Grand Forks
South Dakota/Rapid City	Central State Fairgrounds Kathy Winkler 650-355-3861	3 arenas, grandstands, holding pens, 2 loading shoots, high fences, water/electricity. Cost: $500/day, negotiable	June/July: open Aug/Sept: NA October: open	Close to I-90

South Dakota/Rapid City	Civic Center 605-394-4115	Arena (196' x 115'), bleachers, staging area, corrals, chutes. Cost: $1500 for weekend.		Close to 1-90
South Dakota/Sioux Falls	Sioux Falls Fair Grounds 605-367-7178	100' x 200' area with 100-300 stalls (8 feet high) already set up (before fair in Aug). Seating for 1500 people, PA system. Livestock barns available. Cost: $750/day + clean-up fee of $18/hr. Wood chips required on concrete floor/in stalls at $5/bag	June: NA July: Wide open August: NA Sept: 1, 2, 21, 22, 23 Oct: 20, 21	Well-known venue, located right off hwy 1-29
South Dakota/Spearfish (Sioux Falls alternate)	Seven Downs Arena (private facility) Will Lantis 605-642-4736	Brand new facility. Perfect set-up for a horse adoption. Price TBD	TBD	50 miles from Sioux Falls
Vermont/ Burlington	Clinton County Fair Glen Glesby (518) 561-7998 (518) 561-8233 (home)	Has large grandstand and arena to hold event. Water and electricity are available. Price is negotiable. Sponsored similar events. Very responsive and interested.	As soon as possible	Yes 21 miles from Burlington
Vermont/ Burlington	Vermont Icelandic Horse Farm (802) 496-7141	Has facility-not sure of size. Cost and availability TBD.	TBD	TBD
Washington/ Ellensburg/ Yakima	Ellensburg County Fair Grounds Katheryn Anderson 512 N. Poplar, Ellensburg, 98926 800-426-5340	Held BLM horse adoption in 1991 and several recently scheduled adoptions have been canceled. Rodeo ground site—covered arena w/ aluminum grandstands, large pens, dozens of large corrals (8-10 horses per pen). Cost: $400/day $200/half day Positively predisposed.	6 months Availability: July: 13-15 Sept: Open Oct: Open	30 miles North of Yakima
Washington/ Lyndon (Bellingham)	North West Washington Fair Grounds Jody Baxter 360-354-4111 fax:360-354-1315 jody@nwwafair.com 1775 Front Street, Lynden WA 98264	Indoor arena, dirt floor, 100x200 sq ft, w/ lobby and restrooms and seating area. Holds up to 1000 people. Announcer booth. Cost: $237/day-50-100 stalls $40 each -101-163 stalls $35 each Building rate: $526	ASAP Availability: June: 29, 30, July 1 July: 6,7,8 13,14,15 Aug: NA Sept: 28,29,30	20 minutes from Bellingham across Canadian boarder

Washington/ Richland	Benton Franklin County Fair Grounds Joey Pechong 509-586-9211	Rodeo arena—52,500 sq ft, bull yard w/ holding pens, 8 ft fences, water & electricity. Cost: $1500/day (for non-profit) $500 deposit	June: 8,9,10 July; Open Sept: Open Oct: Open	South E. Washington, 10 minutes to Hwy.395
Washington/ Richland	Trade Rec & Ag Center Rich Turner 509-543-2999	Indoor arena, pens w/6 ft fences. Used for a BLM horse adoption before. Cost: $200 outside pens $700 outside arena	June: NA July/Aug: Open Sept: Almost full Oct: Open	Very central location, Close to I-82
Washington/ Yakima	Central Washington State Fair Grounds Terry Maier 509-248-7160 www.fairfun.com	Barn w/ asphalt floor, bleachers can be set up if needed. Cost: $200/day; $250/day	At least 3 months/ preferably 6 months.	Close o Interstate 82
Wisconsin/ Eau Claire	Eau Claire Expo Center 715-839-3755 www.eauclarie-expo.com	Horse arena. Enough room to accommodate; may need to bring in holding pens. Cost: TBD	ASAP	Near I-94 and Hwy 93
Wisconsin/ Eau Claire (Site 20 miles west)	Dunn Co. Recreation Park; 715-232-1651	Indoor/outdoor arenas w/ water and electricity; space to set up holding pens. Site known in community. Cost: TBD	A few months or ASAP	1-94
Wisconsin/La Crosse	Vernon Co. Fair Contact: Bob Fredick 608-634-6199	Horse barn; arena (100' x 120'). Set up own panels. Cost: $100/day.	1-2 months	Access to hwy
Wisconsin/ La Crosse (Site in Winona, MN; 25 miles)	Big Valley Ranch Inc. Contact: Gail Goetzman 07-454-3305	Two arenas leading to large paddocks available where holding pens can be set up. Water and electricity available. Cost: They are willing to donate use of facilities to help program	1-2 months at least	Close to hwy access
Wisconsin/ Wausau	Wisconsin State Fairgrounds Karen Walker 414-266-7040	Has a 98' x 191' horse facility. Show arena: 100' x 120'. Cost: TBD	TBD	Off I-894
Wisconsin/ Wausau	Shawano County Fairgrounds Leo Dillanberg 715-526-5419	In the process of finishing a large horse arena (125x250). Can hold 80-120 horses for three days. Water and electricity available. Cost: TBD	2 months	Yes 50 miles from Wausau
Wyoming/Casper	Central Wyoming Fairgrounds Tom Jones 307-235-5775	New indoor arena, 148x275, grandstands. $1000/day $500 ½ day	July 1-15: NA Aug: Open Sept: Open Oct: Open	Close to hwy I-25

Wyoming/ Cheyenne	Cheyenne Frontier Days—Rodeo Grounds David Johensen 800-227-6336	Open arena, 700x200, w/corrals, and chutes on the outside. Barns to keep horses overnight, electricity/water. Cost: TBD	TBD	Close to hwy I-25
Wyoming/ Cheyenne	Laremy County College 307-778-522	Hosts horse shows/events/rodeos all the time. Cost: TBD.	TBD	Close to I-25 & I-80

IV. NATIONAL MARKETING PLAN

A. MARKETING STRATEGY

The national marketing plan we propose is designed to build on the solid foundation of research carried out for this project. From our research we know the strengths and weaknesses of the WH&B program's adoption process; the opportunities and challenges of breaking into the horse industry; the estimated amount of wild horses the market can bear; the approaches for segmenting the horse industry into target groups; the best locations to market wild horses and adoption challenged animals; and the most promising opportunities to leverage the WH&B program with equine and agricultural events, as well as a host of new potential partners.

The marketing plan focuses on two main areas – adoption event logistics and promotional activities, both locally and nationally – to capitalize on what we have learned from the principal areas of research. It is a multi-faceted plan designed to build to your goal of increasing the number of successful adoptions over a six-year period.

We used a "low-hanging fruit" strategy to develop the plan, i.e. first make the relatively easy and obvious changes that will yield the biggest bang for the buck, then work up from there. The first years of the plan focus on putting the right structural foundation in place to correct operational and promotional weaknesses and achieve some quick results. At the same time, we lay the groundwork for rolling out marketing activities of increasing scale in successive years of the plan. Each year of the plan is designed to build to the next, with research and evaluation conducted at the end of each year to measure results and make program adjustments. We believe strongly in the importance of designing a plan that is quantifiable and measurable, and detail our recommendations for measurement and evaluation in Section V of the plan.

Our marketing plan is packaged in five overarching program pillars, each with multiple tactical elements, targeting our key audiences: Adoption Support (logistics and promotion), Post Adoption Support System, Educational Outreach, National Program Awareness, and Public Affairs. The majority of tactics begin in year one of the plan; once implemented, all tactical elements are designed to run through year six. At year six, we anticipate BLM will be able to successfully maintain appropriate management levels by continuing to implement the programs recommended in this plan, and others that may be developed based on annual research and evaluation. A timeline of implementation is described in each of the program pillars, and a summary timeline of all activities is provided in Appendix I.

Below we describe the goal, objectives, strategies and audiences for the national marketing plan. We also discuss developing an umbrella theme and brand identity package, and messages. Finally, we provide in-depth descriptions of the five program pillars and the activities under each.

B. Goal, Objectives, Strategies, Audiences: Years One through Six

Goals

Increase the number of successful adoptions

Objectives

To meet your goal of increasing the number of successful adoptions, we identified several communications objectives for the six-year marketing plan. These objectives will be used to drive the strategies we have designed and measure the effectiveness of our marketing plan. The objectives follow.

- Increase adoption event visibility, logistics and efficiency
- Create a brand campaign for the WH&B program
- Establish educational outreach opportunities within horse industry segments
- Raise WH&B program awareness nationally

Strategies

To achieve these objectives, we recommend the following strategies:

Centralize operations, scheduling and marketing of adoptions: This is a critical structural change necessary before BLM can begin to increase adoption event visibility, logistics and efficiency. Currently, adoption event logistics and promotions are decentralized, with each field office in conjunction with state headquarters setting the schedule and location of adoptions each year. This fragmented approach oftentimes fails to consider many factors that may help or hinder event success, such as potential tie-ins with other agricultural events in the area and adoptions being held by other BLM offices in nearby locations.

Equally important, it also fails to provide the most efficient use of BLM resources, both operationally and promotionally. There are many benefits to organizing adoption events on a centralized national schedule that tie directly back to our objectives. First, it allows BLM to look at the country as a whole and organize the schedule of adoptions with regard to factors such as market potential, seasonality and regional events like endurance ride competitions, rodeos or fairs, thus increasing event visibility, logistics and efficiency. A national schedule also makes it easier to coordinate advertising and create promotional opportunities around an adoption event, such as trainer demonstrations and trade show exhibits, which build attendance and increase overall awareness of the program.

Mobilize network of national volunteers, mentors and resources: To succeed, BLM must do more than just increase the numbers of wild horses adopted. Adopted animals must be placed with owners capable of providing good homes for them. BLM can help by building a network of

support around new adopters – volunteers to help BLM staff adoption events and answer questions; mentors to provide expert advice once new adopters bring their animals home; and resources like databases of trainers, veterinarians and farriers around the country. Building a support network for adopters will help create a community around the WH&B brand and opportunities to educate segments of the horse industry.

Research and develop brand package and execute as part of integrated program: Execution of a cohesive, integrated marketing plan requires a strategic umbrella theme that packages the brand, captures the essence of the wild horse and burro, enhances recall among target audiences and communicates the essence of the program. Perhaps most important, an umbrella theme ties together all the tactical elements of the marketing programs and creates a unifying force to drive home our messages, and guides development of brand packaging concepts for our programs that resonate with our target audiences. We strongly recommend conducting research before deciding on a theme and brand package (this is discussed in greater detail below).

Influence the influencers: To make true inroads into the horse industry BLM must communicate the value of the wild horse and the program to influentials within the horse industry. The equine community is a very close-knit group that is best influenced by people of its own kind who can credibly communicate our messages. This "Influence the Influencers" strategy is about doing just that. It focuses on targeting horse industry influentials across the country in venues where they congregate (clubs, shows, conventions, meetings) with a variety of outreach programs that utilize well-recognized, respected experts within the industry to communicate the value of the wild horse and the WH&B program. This strategy ties back directly to our objective of establishing educational outreach opportunities within segments of the horse industry.

Conduct horse event outreach: In the same vein as the strategy above, we need to target potential adopters in venues where they assemble around the country to communicate our messages about the value of the wild horse. This strategy includes both stand-alone activities that create opportunities to educate target audiences, and activities scheduled in conjunction with adoption events.

Execute coordinated media outreach programs: To meet our objective of raising program awareness nationally, this strategy focuses on executing media outreach programs on a national and regional scale. Programs implemented under this strategy will also provide underpinning support to all programs designed to educate target audiences and increase adoption event visibility.

Audiences

To successfully execute the marketing plan, we have identified four main audiences who are key to achieving our goal. The five program pillars and tactical elements within each are designed to reach a specific audience group, however, many of the tactical elements cut across two or more

audience groups, thereby maximizing the reach and effectiveness of our marketing efforts. The audiences are:

- **Potential new adopters** – the pool of new potential adopters in markets across the country, as identified by the research, is a target for all promotional and educational activities.
- **Past adopters** – anyone who already owns a wild horse is a target audience for our outreach efforts promoting new adoptions. In addition, we need to target past adopters with outreach efforts designed to build a network of support around them, which may also encourage them to adopt more horses.
- **Influentials within the horse industry** – key people within the horse community, i.e. trainers, veterinarians, farriers, academicians, breeders, club officials, performance organization executives, equine journalists – professionals who can help us make inroads into the horse industry.
- **Policymakers** – Members of Congress and Administration officials, i.e. anyone who has direct policy, regulatory or appropriations influence over the WH&B program.

C. Umbrella Theme, Brand Package and Messages

As we mentioned above, the execution of a cohesive, integrated marketing plan requires a strategic umbrella theme that packages the brand, captures the essence of the wild horse and burro, enhances recall among target audiences, and communicates the essence of the program. Perhaps most important, an umbrella theme ties together all the tactical elements of the marketing programs and creates a unifying force to drive home our messages. This umbrella theme will guide development of brand packaging concepts for our programs that resonate with our target audiences.

We believe the value proposition of the wild horse brand has something to do with its endurance characteristics, which make it ideal for the recreation and sport-horse community, and status as an icon of our American heritage. Something like *"Wild Horses – An Enduring Legend,"* or *"Legends in Endurance"* or perhaps *"Wild Horses. The Legend Endures."* We want to turn around the negatives associated with the physical characteristics of the mustang so that they are part of the pride of owning a wild horse. By building a network of support and creating a community around the brand, we will perpetuate and strengthen this sense of pride, and thereby solidify the brand. We strongly recommend conducting research before deciding on a theme and packaging it into a brand. We recommend including the existing theme, *"Adopt a Living Legend,"* as part of our testing.

Once the theme has been agreed upon, the brand identity package can be created. This includes a logo, graphics standards, and associated stationary and collateral materials. In addition, the theme could be "merchandised" onto premiums, hats, T-shirts, etc., to create a rally or bandwagon effect for volunteers, mentors, adopters, BLM employees and others.

Messages – the heart of any communications effort – must build on the theme. They must be clear, compelling and consistent. A contractor could work closely with BLM to develop messages that we would test with focus groups before implementing. The measurement component of our plan, which is described in section V., includes on-going message testing and refinement to ensure messages are resonating with our target audiences.

D. NATIONAL MARKETING TEAM

For the WH&B program to be successful, it must have a centralized team dedicated to carrying out all marketing plans and logistics on a national level. We base this observation on interviews with officials at all levels of the organization and areas of expertise, be they public affairs or wild horse specialists based in Washington, D.C. or at the state and field office level. During these interviews we identified several weaknesses in the WH&B program on the logistical and marketing fronts, much of which stem from the decentralized manner in which operations, scheduling and marketing of adoptions are carried out.

For example, individual field offices in conjunction with state headquarters determine when and where adoptions will be held each year. As you know, these schedules are normally set based on what has worked best in the past and sometimes fail to take into account other factors that may help or hinder success, such as potential tie-ins with agricultural events in the area and adoptions being held by other BLM offices in nearby locations. The decisions appear to be heavily based on logistics – determining how many horses to put up for adoption based on a standard load of horses and determining where to hold an adoption based on a familiar path of past adoptions.

On the marketing front, the decentralized system fosters inconsistencies in the level of outreach from field office to field office. It is true that these inconsistencies are also a function of resource constraints and varying skill sets among the public affairs specialists (PAS) in the field. However, much of the inconsistency could be resolved by installing a team whose job it is to execute certain marketing functions on a national basis, while also providing advice, materials and execution support to the PAS in the field offices.

A centralized team dedicated to executing certain marketing and advertising functions on a national level will best serve the WH&B program. Traditionally, government's role is not to market. However, the dynamic has changed by virtue of the level of federal funding recently appropriated by Congress and the immediate need to achieve appropriate management levels (AML) for herds. It appears that BLM can ill afford to go forward without establishing the in-house expertise necessary to market the WH&B program. A dedicated national team of marketing experts is needed to raise the visibility of the WH&B program to a level that will support the amount of increased adoptions needed to achieve AML. Therefore, we strongly recommend that BLM take the steps necessary to establish an office whose sole purpose it is to promote successful adoptions of wild horses and burros.

One of the primary roles of this National Marketing Team would be to look at the country as a whole to schedule adoptions and coordinate logistical support through the WH&B Group (National Program Office) based in Reno, and implement marketing and advertising activities that raise the program's visibility. They also would advise and support PAS in the field offices in implementing many of the promotional activities recommended in our plan. Another key function of the team would be to raise national awareness of the overall program and generate interest in specific marketable attributes of the wild horse among target audiences.

The following are suggested job summaries for the National Marketing Team.

- **National Marketing Director, WH&B Group**
  Reports to the Group Manager, WH&B Group.
  This position will take the lead in implementation of the marketing program, working closely with the Senior WH&B Specialist for Operations, WH&B Group (National Program Office) in Reno to facilitate all logistics. This person will be both an experienced marketing professional and one who is extremely familiar with the general horse industry. In other words, the person should be a horseperson, either through ownership of a horse or a connection through previous professional experience. The combination of marketing knowledge and a passion for the product will help build the programs necessary to elevate the WH&B program to a national spotlight, and create the opportunity for the program to be embraced by segments of the existing horse industry.

  The responsibilities under this position include management of the entire marketing program from field level activities to national partnership establishment. The field level activities will be coordinated through national staff in conjunction with local-market PAS. This person will focus specific efforts on national opportunities including the development of partnership/sponsorship programs, the implementation of national events and the overall national media outreach opportunities.
  Specific areas of responsibility include:
  - Strategic planning and plan revisions
  - Internal communications with Washington, D.C. decision-makers and influential constituents throughout the country
  - Constant communications between the public affairs office in D.C. and the Senior WH&B Specialist for Operations, WH&B Group, located in Reno, and the Senior WH&B Specialist for Policy, WH&B Group, located in Washington
  - Management of national marketing team
  - Strategic partnership development
  - National image program design and implementation
  - Program spokesperson as BLM internal expert
  - Crisis communications

- **Marketing Manager for Promotions, WH&B Group**
  Reports to the National Marketing Director, WH&B Group.
  This position provides the management and networking capabilities for the marketing of adoption events throughout the country. Working with local market

PAS, this position will assist in arranging both material distribution and media outreach programs in all areas. Additionally, this position will administer national promotion programs that focus on increasing adoption attendance, including advertising and media outreach to national outlets, and building national program awareness. This position will coordinate the production of national materials including brochures, applications, direct marketing and advertising campaigns.

- **Marketing Manager for Operations, WH&B Group**
  Reports to the National Marketing Director, WH&B Group.
  This position provides a support network for successful adoptions including the administration of the volunteer network, mentor program and professional resource directory. Additionally, this position will put into place those programs that showcase adoption successes through an enhanced national newsletter, Web site implementation and other vehicles. The elements of a cohesive national education outreach program would be the responsibility of this position.

A Note About Staffing

In addition to the National Marketing Team, we see a significant need for an outside consulting agency to develop and implement many of the programs described in this plan. In particular, we see a role for outside consultants in the areas of partnership development, national media relations, national media partner and education outreach activities. This is because the National Marketing Team will spend much of their time on day-to-day promotion of adoption events, building networks (service and mentor), Web site management, News Bureau management, and advertising support for adoption events. In several instances the activities recommended in this plan, like the National WH&B Club, can be developed and set up by an outside consultant and then managed in-house by BLM. In the budget, we designate the activities that should be executed by an outside consultant (see Appendix II).

Having said all of this, we recognize the federal government has a limited number of full-time positions authorized. As an alternative to the staffing described above, BLM could hire a full-time National Marketing Director and contract with an outside consulting agency for the Marketing Manger for Promotions and the Marketing Manager for Operations positions. Under the direction of the National Marketing Director, the consultant would be responsible for carrying out all activities listed for the two Marketing Manager positions. However, it should be noted that greater reliance on outside consultants will increase in the cost of this marketing plan.

Recommendation Notes

It might make economic sense to locate the National Marketing Team geographically central to the activities that are being conducted throughout the United States. Although many internal recommendations have suggested either Reno or Washington, D.C. as the location for this "hot shot" team, Denver, Colo., might be a better geographic and political fit. While completely central to the United States, Denver also affords the opportunity of starting a fresh perspective outside of the internal dynamics between the Reno-based and D.C.-based staff and regional field representatives.

It is our recommendation that the National Marketing Director, equal in authority to the Senior WH&B Specialist for Operations and Senior WH&B Specialist for Policy, WH&B Group, report directly to the Group Manager, WH&B Group. We understand and agree that there is a need for the Public Affairs Department to have input into the programs and materials that will be produced and executed for the national marketing plan. Above all, the National Marketing Team and the approval process must stay nimble in order to move quickly to meet objectives and strategies within a short period of time.

This recommendation will set a new stage for professional marketing on a centralized basis within BLM, and we appreciate its importance and the attention it will attract. There will be a component in the marketing plan to keep Washington influentials on Capitol Hill and within the Department of Interior apprised of activities and enthused about success. We see the need for the National Marketing Director, WH&B Group, to be in the D.C. office on a regular basis to help educate and inform Members of Congress and Department of Interior officials about the program. However, it is our belief that the program will have a higher probability of success if located outside of Washington.

Internal Training

Much of what is contained in this marketing document comes from the collective experience and knowledge bank of the BLM wild horse specialists and public affairs specialists. This is not a revolutionary program; it is one that evolves the best of what is currently being employed into a cohesive effort that is strengthened by additional program elements. The success of the marketing program relies heavily on the continued support from these field specialists.

To introduce the program and its positive impact on the day-to-day operations of the field staff, it is recommended that the marketing team present the plan each year during the annual meetings of the horse specialists and public affairs groups. The first year, it would be helpful to not only introduce the National Marketing Team, but to generate some enthusiasm for the plan by initiating either an internal incentive program or provide some unifying hand outs such as fashion clothing with logos or some valuable premiums.

During the training presentation, it will be noted that the program was both designed with an ear toward their expertise and in an effort to make their jobs both easier and more successful. To have these important groups embrace the program and provide full cooperation throughout the year is critical.

E. THE MARKETING PLAN

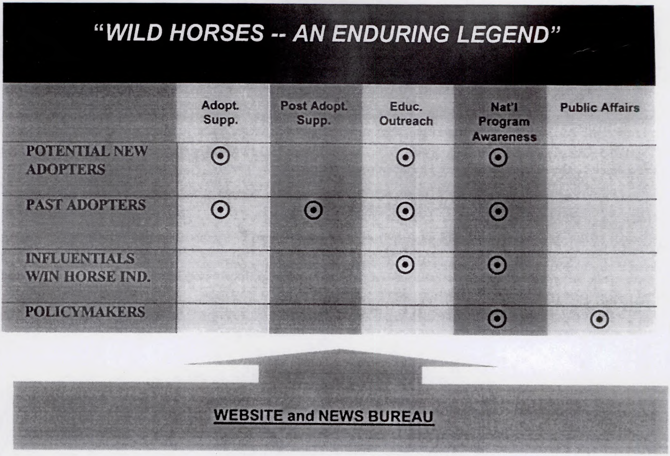
As we have mentioned, we believe it is critical to reposition the wild horse for its endurance characteristics in order to increase its marketability and make real in-roads into the horse community, which holds the key to the new market potential of the mustang. The five pillars of the marketing plan and the tactics included in each have been developed to create and continually strengthen this positioning. The plan is designed to successfully change opinions about the wild horse by getting in front of new and existing audiences, and telling its story in new ways with greater coordination, consistency, and frequency.

We do this by first reorganizing the logistics of scheduling adoptions and the manner in which they are promoted. In the Adoption Support pillar, centralization is the guidepost for this re-organization. By centralizing logistics and marketing we put the baseline necessities in place that will enable us to build our marketing programs. In the next pillar, we establish a Post Adoption Support System. This involves programs that establish a network of support around adopters that will make it more attractive for people to adopt and increase the numbers of successful adoptions. It will also help create a sense of community around the wild horse, something that we also develop with programs in the National Program Awareness pillar.

In the Educational Outreach pillar, we recommend programs designed to create new opportunities to break into segments of the close-knit horse community and communicate the value of the wild horse. The National Program Awareness pillar includes media outreach programs to raise visibility with our target audiences on a national and regional level. A key component of this pillar is programs specifically designed to encourage wild horse owners to think of themselves as a community, and of the brand we create as a unifier of that community. We then leverage this sense of community in our media outreach programs to raise visibility of the WH&B program.

The final pillar is Public Affairs. Although this was not a specific request in our contract with BLM, we feel strongly that public affairs must be integrated into our marketing efforts in order to help sustain the WH&B program. In this pillar, we recommend programs to educate key Members of Congress and the Administration about the WH&B program, inform them of its success, and offer them mutually beneficial opportunities to participate in various media programs designed to raise its visibility.

The following chart illustrates how each of the five pillars are packaged under an umbrella theme and targeted at specific audience groups. Two tactical elements, the Web site and News Bureau, are broken out to underscore that they will continuously drive news and information generated by programs in each of the pillars to all audience groups.



"WILD HORSES -- AN ENDURING LEGEND"

	Adopt. Supp.	Post Adopt. Supp.	Educ. Outreach	Nat'l Program Awareness	Public Affairs
POTENTIAL NEW ADOPTERS	⊙		⊙	⊙	
PAST ADOPTERS	⊙	⊙	⊙	⊙	
INFLUENTIALS W/IN HORSE IND.			⊙	⊙	
POLICYMAKERS				⊙	⊙

WEBSITE and NEWS BUREAU

An in-depth description of the five pillars and their programs follows.

i. ADOPTION SUPPORT

The elements are all there. Many field offices are conducting exceptional adoption events. The adoption support element of the marketing plan simply packages the logistics and promotion into a nationally-coordinated powerhouse run by the National Marketing Team and the Reno national program office in concert with local wild horse specialists and public affairs specialists.

This is the foundation for the marketing program and must be implemented before additional support can be layered into the mix. Knowing that the current organization and approvals/reporting structure does not naturally lend itself to a nationally implemented program, it is recognized that changes need to occur. Perhaps an overall national schedule can't be implemented in the first year. Although many adoptions are scheduled for 2001, a review of when the process can be put into a national system must happen sooner rather than later.

1. Logistics

While building a centralized schedule of adoptions, it will be important to make sure that each one is maximized through various logistic and marketing activities. The opportunity to build adoptions into events with educational and product demonstrations will elevate the status of the activities. Each adoption event will include three days of activities, often in conjunction with other equine opportunities in the area.

Common to all adoptions:

- All adoptions will be conducted by verbal competitive bid as opposed to silent bidding or first come/first served. This process is more interesting to the general public and engenders a promotable quality to make it a true event. Staffing of the verbal competitive bid can be arranged through local resources or facilitated through the national office using the network of auctioneers in the National Auctioneers Association or similar organization. Many BLM staff members have already been trained as auctioneers and can lend support to this effort.

- Wherever feasible, free transportation within a 50-mile radius will be offered and included in promotional messages. Based on the success in Southern California, this provides not only an adoption incentive, it allows for initial compliance checks and can be added to the list of BLM activities that protect the integrity of the adoption process, improving chances for success.

- Training vouchers will be provided to adopters of horses that are two years of age or older, generating an added incentive to adopt an "older" animal than a colt or filly. Training vouchers will be promoted in the advance information and will be implemented through the national office in Reno in cooperation with the National Marketing Team.

- At minimum, a 90-day promotional calendar will be implemented with standardized materials that can be tailored to local events. The schedule of elements will be coordinated and assisted by the national team with efforts by designated field public affairs and wild horse specialists, especially during the initial transition year. The bigger event adoptions will have a larger promotion schedule attached.

- Volunteer network will be employed to support the logistics, demonstrations, shows, vendor events and all other activities scheduled around the adoption. When volunteers are involved, the word-of-mouth power of promotion is amplified and the event can run more efficiently.

The following description provides the outline for three levels of adoption events that have various activities attached to each. It is first through this organization of events that the National Marketing Team and the local field specialists achieve a notable increase in successful adoptions.

Level I Adoptions: (Big Events)

Elements:

1. National trainer conducting scheduled, weekend-long demonstrations
2. Horse show conducted by local volunteers with prize money
3. Trade show exhibits by trainers, vendors
4. Pre-adoption video and seminar available throughout the weekend
5. Additional level of promotion/advertising
6. Potentially conducted in conjunction with existing event
7. Free transportation available for adoptions within 50-mile radius

During the identified Level I adoptions (approximately 48 conducted throughout the year), the adoption becomes a major event in the regional horse industry. The elements listed above propel it into an activity that will be marked on calendars.

These are adoptions that are situated in locations that should be considered permanent throughout the success of the program – in other words, markets where the existing pool of potential adopters is relatively large and untapped, as identified by the research. By building these type of sustained events, attendance and adoptions should increase throughout the year based on previous attendees word-of-mouth and continued advertising support.

In addition to the "standard" promotional schedule, advertising for these events will take place in national publications where at least three months of the schedule will be listed, with advertising conducted quarterly in *Western Horseman, Horse & Rider, Endurance News* and *Trail Ride.* This advertising will not only generate greater attendance at the selected adoptions, it will serve to increase overall awareness of the program and characteristics of the wild horse within the recreation and sport-horse community.

The schedule of activities will include the appearance of a nationally known trainer such as Clinton Anderson or Richard Shrake. This will include the opportunity for a one-day session with these trainers by current horse owners. For instance, if you own a mustang and want to attend the seminar, you pay the standard seminar price ($125 for the day). The maximum number of seminar attendees is 10 (this assists in offsetting the price of the trainer.) These seminars are available for viewing to all who attend the adoption event for free (this is typically a $35 per person fee for just watching this level of training being conducted). However, the first day of the event (Friday) the trainer will conduct at least two gentling demonstrations – one starting at 10 a.m. and one starting at 1 p.m. while the horses are on view. The two gentled horses will be available for adoption late Friday afternoon with special counsel from the trainer and hands-on education. During the Friday viewing, the mandatory video review will be available in the mustang mobile or other theatre (see page 82 for description of mustang mobile).

Depending on whether the event is being conducted in conjunction with another event, a regional tradeshow will be available at these events for the booth price of $20 per 10' section. Vendors

will be encouraged to advertise their presence at the Wild Horse and Burro Adoption and Show to generate additional outreach.

The horse show will also be conducted during the Friday preview – in between gentling demonstrations. There will be final demonstrations/exhibitions conducted on Saturday prior to the trainer clinic and during the trainer lunch break.

Level II Adoptions: (Maximizing Existing Events)

Elements:

1. Volunteer trainer conducting weekend demonstrations
2. Possible horse show put on by local volunteer
3. Pre-adoption video and seminar available throughout the weekend
4. Free transportation available for adoptions within 50-mile radius
5. Conducted in conjunction with existing event

The Level II adoptions are conducted around existing local events that make sense for greatest exposure to potential adopters. This can be during a regional endurance ride competition, rodeo or fair. The national schedule of Level II adoptions will be pre-determined for the year, starting with a firm schedule in year two of the program.

Level III Adoptions: (Stand Alone Events)

Elements:

1. Volunteer trainer conducting weekend demonstrations
2. Local volunteers to exhibit success stories and offer counsel
3 Pre-adoption video and seminar available throughout the weekend
4. Free transportation available for adoptions within 50-mile radius

When reviewing the overall national schedule, there are many instances where three adoptions occur during a single weekend (see charts on the following pages). When this occurs, this third level of adoption will be employed and promoted with great success. The only difference between Levels II and III is the stand-alone aspect of this level, making it less time-intensive to implement and promote. However, it will still be widely promoted in the local area and includes participation by volunteer trainers and organizers to maximize the "event" quality.

Schedule Organization

To make the most of a nationally-coordinated adoption schedule, local events and weather patterns have been taken into account. We have organized each of the 48 contiguous states into Southern, Middle and Northern without regard to East-West location. This follows a seasonal weather pattern of optimal conditions for outdoor events, starting with the southern states in the

winter, moving through the middle states in the spring and early summer, the Northern states in the summer and early fall, back to middle and eventually to Southern states to wrap up the calendar year.

For the purposes of scheduling enough adoptions to move an increased number of animals through the system in a given calendar year, it is estimated that 116 adoptions that average 80 horses per adoption (well above the current average of 65 in 1999) will move 9,280 horses without including ongoing BLM facilities adoptions. The numbers will vary based on the level of each adoption and other factors surrounding the event location. However, for planning purposes, this number will ultimately achieve AML in four years, allowing for a 20% annual procreation rate on existing herds.

In creating a schedule to arrive at 116 adoptions, it is assumed each state will host two adoptions during a given year, with deviations (+/-) noted in the following list.

On the following page, the states are grouped with optimal months noted:

SOUTHERN

Florida
Georgia
Mississippi
Louisiana
Texas (+3)
New Mexico
Arizona
So. California (+2)
Nevada
Alabama (+1)
Tennessee (+1)
Arkansas
Oklahoma (+2)
North Carolina
South Carolina

MIDDLE:

No. California (+2)
Iowa
Idaho
Utah
Colorado (+2)
Kansas
Kentucky (+1)
Missouri
Virginia (+1)
West Virginia
Maryland
Ohio
Indiana
Delaware (-1)
Pennsylvania

NORTHERN:

Oregon (+1)
Washington (+1)
North Dakota
South Dakota
Nebraska
Montana
Wyoming
Michigan
Minnesota
Wisconsin
Illinois
New York (+1)
New Jersey (+2)
Massachusetts
New Hampshire
Vermont
Connecticut (-1)
Rhode Island (1)
Maine

Southern Months:
Jan, Feb, Mar, Nov, Dec

Middle Months:
Apr, May, June, Oct, Nov

Northern Months:
June, July, Aug, Sept, Oct

Schedule of Fridays in 2001

(For each season under a give date, Level I is the top box, Level II is the middle box, and Level III is the third box; event notations included. Adoption hiatuses during first two weeks of January and the last two weeks of December).

Winter

January				February				March		
5	12	19	26	2	9	16	23	2	9	16
■	■	AZ	TX		FL	SoCal		AR	SC	
■	■	OK	MS	NM	OK	GA	AL	TX	TN	SoCal
■	■						LA	IA		AL
Stock Show & Rodeo, CO		Internat. Rodeo, OK	Ft. Worth Stock Show, TX	Homestead Rodeo, FL	FL State Fair, FL	World Ag Expo, CA	Longhorn Rodeo, AL	Longhorn Rodeo, AR Livestock Show & Rodeo, TX	Longhorn Rodeo, SC	

Spring

March		April				May				June		
23	30	6	13	20	27	4	11	18	25	1	8	15
	LA	TN		NC		GA			NoCal	KY	CO	NV
CO			PA	ID	No. Cal	KY	IL	VA	OH	OR	MD	WV
MD		VA	KY	OH		NJ	MO	ND	NY	MA	SD	NH
	Longhorn Rodeo, LA	Mule Days, TN	Patriot's Day, MA Del Mar Horse Show, CA	Steeple chase, NC Idaho Horse Expo, ID		Inter collegiate HS, GA						Reno Rodeo, NV Rodeo, WI

Summer

June		July				August				September		
22	29	6	13	20	27	3	10	17	24	31	7	14
ME	OR	DE	VT	ID	SD	CO	IL	MI	MN	VT	WA	IN
WA	MO	NE	WA	WY	MT	WI	IN	NE	NY	IA	UT	OK
NJ	WI	MT	NY	ND	PA	NJ			OR	MA	NH	KS
	Stampede & Rodeo, OR	Delaware State Fair		Snake River Stampede ID State Fair, ND Frontier Days, WY	Stampede & Fair, MT, State Fair, MT, PA, SD Big Rodeo, NB	Burro Race, CO State Fair NJ, OH, WI	State Fair, IL, IN	State Fair, MI	State Fair, KY, MD, MN, NY, OR	Draft Horse Day, IA State Fair, VT	LA County Fair State Fair, KS, NM, UT, WA	State Fair, OK Horse Classic, IN Snaffle Bit Futurity, NV

Fall

Sept.		October				November					December			
21	28	5	12	19	26	2	9	16	23	30	7	14	24	28
CT	RI	ME	NC	AZ	NoCAl	GA	TX	SoCal	FL	MS	NV	TX		
NE	WY	SC	ID	UT	CO	NM	LA	TN	OK	SoCAl	AL	AR		
MI	MN				VA									
		State Fair, SC	State Fair, NC	AZ State Fair	Grand Nat. Rodeo, SF, NoCal	Steeple chase, GA			NRHA Futurity, OK		Nat. Rodeo, NV			

Volunteer Support

As we note in post-adoption event support, a formal system to facilitate adoptions through volunteer efforts will provide both efficiencies and greater promotional outreach. The National Marketing Team will provide a nation-wide data base and support system to engage the volunteers in appropriate tasks and to reward them through praise and pride. The volunteer efforts throughout the years has been extremely important to the success of the adoption program, yet in some instances, regional officials are reluctant to use untrained and over ambitious volunteers. Specific task assignments and volunteer training will go a long way in maximizing the value of this passionate group of people. A program that outlines where and when volunteers should be used on a standardized basis must be initiated.

2. Promotions

Throughout the course of our research for this program we have heard from people outside and inside BLM, *"If you promote it, they will come."*

The successful promotion of adoption events hinges on notifying the public well in advance that an adoption is going to be held. A decision to attend an event, and possibly adopt a horse, requires a fair amount of preparation on the part of the potential adopter: preparing home facilities, getting pre-qualified, arranging personal schedules to attend the event, and so on. BLM must get the word out early – a minimum of 12 weeks in advance – and with enough frequency to attract interest, and allow our target audience enough time to prepare to attend an event.

All possible channels of communication must be used, from media outlets to direct mail, flyers, posters and the Internet. Below we outline a turnkey kit of press materials, and a step-by-step process to execute promotion activities in the field. The recommended list of promotion activities should be viewed as a template. We know from responses to our survey of Public Affairs Specialists (PAS) that what works well in one market may not always apply in another.

In our view, the key to successfully promoting an event lies in using the expertise of local PAS to tailor this template to suit the uniqueness of the market in which the adoption is being held. We recommend the National Marketing Team work with and help local PAS modify this template to meet local needs.

Adoption Event Promotions – A National Template of Activities

Turnkey Kit

A standard kit of press materials should be on hand in the field offices and customized as needed for specific opportunities with the media and community organizations. For example, B-roll videotape can be added to the standard press kit for use with television producers/reporters. Because B-roll is expensive and time consuming, we recommend the National Marketing Team produce the footage and send copies to the local field offices. For outreach to community organizations such as horse clubs and agricultural councils, the basic kit of materials can be augmented to include brochures, and posters/fliers with details of the adoption event.

The turnkey press kit should include:

- Press release announcing adoption event
- Schedule of upcoming adoption events
- Profile of local/regional success stories of previous adopters with photographs
- Photographs of horses available for adoption at the event
- Background fact sheet on WH&B program
- Contact information for questions on how to adopt a horse
- A list of frequently asked questions

Promotion Activities Template

The following is a step-by-step process for field office PAS to follow when planning promotion activities for an upcoming adoption event – Levels I, II and III. Again, these activities are meant as a guide and should be customized to fit the particular needs of each market, based on local knowledge of what works best in a given market.

Timeline	Activities
14 weeks out	➢ Develop print and broadcast lists of media in local/regional area surrounding the adoption event ➢ List should include metro, lifestyle, consumer, animal and agricultural writers, and editor of calendar section ➢ Contact information should include phone, fax and email address of appropriate contact ➢ Make telephone calls to verify accuracy of information (lists should always be updated before each use)

12 weeks out	➢ Announce/post adoption schedule ▪ Issue Media Advisory targeting calendar sections of local newspapers, and events broadcasts at radio outlets ▪ Media Advisory should include information on: ▪ Who, what, when and where of event ▪ Show and/or demonstration at the event ▪ Description of horses available for adoption ▪ Free home delivery ▪ Frequent referral program for adopters, i.e. if you get a friend to adopt, you win points toward Farnam and/or other equine-related products. ▪ Contact name/number of PAS ▪ WH&B Web site address ▪ Post adoption schedule on the WH&B Web site; include pictures, age, characteristics, lineage, etc. ➢ Order flyers, B-roll, posters, brochures from Denver distribution center; print all information listed in Media Advisory on materials ➢ Identify local events with possible tie-ins to adoption event: ▪ Farm bureaus, county fairs, horse clubs, 4-H, FFA, state Department of Agriculture and Tourism, state Horse Council, schools, etc. ➢ Contact the above organizations/offices and explore interest in tie-in with adoption event, and possibility of distributing event materials through them. ➢ If interested, send letter and appropriate promotion materials with event details, including contact information. ➢ Contact volunteers and solicit help in distributing flyers and posters to appropriate local outlets, such as feed and tack stores, grocery stores, mini-marts, fair grounds. ➢ Contact successful past adopters and solicit their interest in being interviewed by media, and/or holding a demonstration at the event. ➢ Compile basic information on those past adopters willing to conduct media interviews, including when they adopted, how long it took them to gentle the horse, what they love about their wild horse, and any unique/interesting bits of information for a story. ➢ Contact wild horse organizations in the region about holding a horse show before the adoption event.

8 weeks out	➢ Create e-mail flyer on the adoption event and send to local officials, i.e. state secretaries of agriculture and resources, U.S. Fish & Wildlife Service, other DOI offices. ➢ Ask these agencies to mention the adoption event in their employee newsletters, post a notice on bulletin boards, etc. ➢ Call local officials/celebrities, i.e. mayors, secretaries of agriculture and resources, farm bureau heads, beauty pageant queen, Member of Congress, state representatives. Starting with the person who has the most local appeal and working down the list, call and invite the person to attend the event and offer them a speaking opportunity or a master of ceremony role. ➢ Pitch regional equine publications a feature piece on the WH&B program in that region; for example, pitch a story profiling successful past adopters and dedicated BLM staff and volunteers.
6 weeks out	➢ Follow up with local officials and nail down speaking opportunity ➢ Begin assembling press kit materials ➢ Issue radio news release in regional market ➢ Follow up with local tie-ins ➢ Check on existing posters/flyers in area stores, replace if needed
4 weeks out	➢ Develop story angles of local interest – think "fresh, new, different." For example: a local citizen's personal adoption success story, a feature piece on a local wild horse volunteer; a feature piece on a local BLM wild horse specialist; an area therapeutic ride program. ➢ Develop a list of other third parties to offer media for positive view on the program. For example, local/state officials, local businesspersons, members of agricultural organizations, etc. ➢ Draft press release. If a local official/celebrity has been secured, use this as the press release lede. Seek to be as creative as possible and grab a reporter's attention in the lede. ➢ Package press kits for distribution to media
3 weeks out	➢ Mail/overnight deliver press kits to media ➢ Pitch print reporters – metro, lifestyle, consumer, animal, agricultural – and offer interviews with local official/celebrity and/or past adopters. Also provide names of other third parties and contact information.
2 weeks out	➢ Issue second Media Advisory to wire services, print and broadcast outlets; include date when animals arrive and encourage coverage of their arrival. ➢ Continue pitching print reporters, arranging interviews. ➢ Confirm attendance with local Members of Congress, other officials; invite them to come when the animals arrive.

1 week out	➢ Issue third Media Advisory (same information as listed above and add any new information on dignitaries confirmed to attend). ➢ Continue pitching print reporters, arranging interviews. ➢ Offer reporters interviews with third parties who have agreed to speak on behalf of event/program. ➢ Pitch TV stations including morning shows, news programs and cable stations. Offer an interview and B-roll, invite to cover arrival of animals.
Day of the Event	➢ Staff the event and facilitate media interviews, photo opportunities with BLM officials, local officials, etc. ➢ Set up table at the event displaying informational materials ➢ Strengthen relationships by chatting up the local media
Post Event	➢ Post pictures of adoption event on WH&B Web site ➢ Draft story on event success for WH&B Web site ➢ Track media coverage ➢ Write thank you notes to dignitaries who attended event

National Marketing Team – Advertising

The WH&B program will greatly benefit from advertising that directly targets potential adopters and lets them know about upcoming adoption events well in advance. Because our target audience is not the general public, we recommend that BLM's advertising focus solely on those publications read by potential adopters; namely, national equine publications and newspapers in regional/local markets where adoption events are scheduled. This laser-like approach will ensure BLM homes in on potential adopters and gets the biggest bang for its advertising buck.

Because advertising requires a coordinated national approach, as well as resources, time and perhaps expertise not available in field offices, we feel strongly that this is an area where the National Marketing Team must take the lead. Specifically, the National Marketing Team will be responsible for the following advertising activities in support of adoption events.

National/Regional Advertising

- Maintain a list of advertising opportunities in national equine publications, including rates, schedules and lists of regional ad opportunities for each
- Coordinate the buy and placement of ads in national equine publications; on a quarterly basis, advertise 12 weeks in advance the schedules for all upcoming adoptions
- Group adoption events by region and coordinate ad buys in those national publications offering regional ads; run ads at least 12-8 weeks in advance of the events
- Work with a graphic artist on ad layout and design
- Ad copy should include information on the following:
    - ➢ Who, what, when and where the adoption events will be held
    - ➢ Show and/or demonstration at event
    - ➢ Free home delivery of horses and combine with pre-compliance checks
    - ➢ Frequent referral program for adopters, i.e. if you get a friend to adopt, you win points toward Farnam and/or other equine-related products
    - ➢ Contact name/number of local PAS
    - ➢ WH&B Web site address

Local Advertising

- Maintain a list of rates and schedules for newspapers (dailies and weeklies), agricultural and other related publications in each local area where an adoption event is scheduled
- Coordinate the buy and placement of advertisements in local publications
- Run ad 8 weeks in advance of a scheduled adoption; run again at 4 and 1week in advance of event
- Work with a graphic artist on ad layout and design
- Ads should include information on the following:
    - Who, what, when and where of the local event
    - Show and/or demonstration at event
    - Pictures of horses that will be up for adoption
    - Specific characteristics of the horses and herd management areas
    - Free home delivery of horses
    - Frequent referral program for adopters, i.e. if you get a friend to adopt, you win points toward Farnam and/or other equine-related products
    - Contact name/number of local PAS for more information
    - WH&B Web site address

National Marketing Team – Promotional Activities

To ensure consistency in messaging and better manage resources, we recommend the National Marketing Team be responsible for certain public relations activities to promote adoption events, principally in the area of broadcast media outreach.

Working in close coordination with field office PASs, the national team will be responsible for developing and executing audio news releases (ANR) for airing in regional markets to publicize upcoming adoption events and any show or demonstration associated with the event. ANRs are an effective tool for reaching our target audiences because they are almost always picked up by radio stations to fill airtime. And, ANRs are cost-effective and relatively easy to develop and distribute. We recommend the national team contract with an outside vendor specializing in radio outreach to execute ANRs. These ANRs would include all the elements of a paper press release, including mentions of free home delivery, shows and/or demonstrations and the frequent referral program for adopters.

The national team will also identify opportunities to set up radio media tours to promote Level I Adoptions, where a national trainer will conduct weekend-long demonstrations. The trainer or a BLM official could serve as the spokesperson for the tour. Again, we recommend using an outside vendor to set up these tours.

For television outreach, the national team will assist local PASs in their outreach efforts in local markets. This includes B-roll development and distribution to the field offices, advice/tips for developing a story pitch, help identifying local stations and reporters to contact, and media interviewing tips. Where appropriate, the national team will be responsible for identifying Members of Congress to participate in certain local outreach activities, and arranging television interviews in local markets for the Member. An appropriate opportunity to invite a Member of Congress to participate might be in conjunction with a Level I Adoption.

Additionally, the National Marketing Team will be responsible for the following.

- Posting adoption schedules for all events on the WH&B Web site
- Centralizing the location of all WH&B program materials in the Denver distribution center
- Drafting and sending a direct mail piece, such as a post card, with details of the event to past adopters in the region
- Answering local PAS questions about media outreach, third-party identification and event coordination
- Overseeing local PAS media outreach and troubleshooting problems

Finally, we strongly recommend the national team conduct a thorough inventory of all materials currently used at the national and field office level to promote adoption events. They should be reviewed to make sure each field office has at its disposal a full array of materials needed to promote adoption events as described in this plan. The materials should be consistent in their messaging, format and look. The national team should identify any deficiency of materials available in the field offices and rectify the situation.

ii. POST ADOPTION SUPPORT SYSTEM

Much of the skepticism among horse industry experts, and some of the fuel for program detractors, involves the type of placement that occurs during the adoption process. Many trainers have told us there is no way the average horse owner should even consider taking home a wild mustang since most horse owners can barely handle trained, domestic animals as it is.

Witnessing the adoption process shows that in some instances, the challenge of taking on a wild animal is not fully explained until the horse is being loaded into someone's trailer and the look on the new adopter's face shows there is trauma ahead. These horses are not currently intended for the novice owner whose eight-year old daughter cries, "Daddy, daddy, I want that horse. She's the biggest one in the pen."

Post adoption support is currently being offered by BLM in fragmented versions throughout the nation. Consistently offering a package of past adoption support programs will have a tremendous impact on the success of each adoption. The following programs that fall under the Post Adoption pillar are aimed at making it easier for the new adopter to handle the challenges and ultimately gain the wild horse's love and respect without a disastrous incident. Elements included in the Educational Outreach pillar combine to create a larger audience of potential adopters that are fully aware of the challenges and fully capable of bringing out the best of these incredible animals.

National Wild Horse Mentor Program

Once the horse has been adopted, the job of making it a successful one has just begun. Those who have adopted for the first time have often reacted in desperation if the wild horse turns out to be more difficult to handle than anticipated.

There are already several mentor organizations scattered throughout the country that assist in various functions during the post-adoption period. The BLM has provided a certain level of training to some mentors committed to program excellence.

We recommend the establishment of a National Wild Horse Mentor Network with coordination on a national level. It would be similar to the volunteer system that supports the adoption events. This network will be used as a resource for adopters, with incentives for the mentors to achieve a certain level of training and program commitment. Therefore, training and educational updates must be a big part of the program system. Training levels and regular certification will be offered to mentors. Basic Mustang Mentorship will include knowledge of basic horse care and the day-to-day needs of owning a wild horse. Advanced Mustang Mentorship will include knowledge of gentling and problem-solving for some behaviors with advice on techniques such as sacking out, leading and solving head shyness. Mustang Mentors will not be BLM certified trainers but can assist in locating professionals in the network who can train and care for the wild horse.

The National Marketing Team will complete a database of mentors, working with field staff to evaluate each mentor's strengths and specific areas of expertise. The database will serve as the foundation for a support network for the mentors through Internet and bulletins on a quarterly basis.

The mentorship relationship will be offered to each adopter through written materials included in adoption papers and during compliance checks. However, it will be the adopters' choice as to when to avail themselves of the service as opposed to having mentors call to make specific offers. The BLM must protect the adopter from potential undue interference from well-intentioned mentors who might be too aggressive in their offers of assistance. Only for the purposes of compliance checks or at the request of the adopter should personal information be used to speak to the adopter or visit the adopter's facilities.

Wild Horse Provider Network

Another challenge facing wild horse adopters once the animal arrives home is finding such resources as trainers, veterinarians and farriers. The national coordinating office will develop a database of providers by region and the information will be shared with adopters both during the adoption process and through follow-up communications.

Communication among the provider network will include a newsletter and online resource of tips and stories on problem solving. Since it is sometimes difficult to find vets and farriers who will work on wild horses, the network coordinator will also be charged with recruiting new participants and working on those programs that will break down barriers that currently exist. A potential incentive program for the provider needs to be explored such as generating a monetary bonus for certified providers as they handle new adoptees and as they refer new adopters to the system.

The Speakers Bureau and other educational outreach programs will be closely monitored and linked to the service provider network.

Trainers and Training Vouchers

The discussion of pre-adoption gentling vs. post-adoption training leaves room for merit on both propositions.

Pre-adoption gentling provides the opportunity for potential adopters to witness a horse that is receptive to handling and one that will lead and possibly stand tied. Pre-adoption gentling, however, might set up a level of expectation that is not sustainable in reality as the wild horse can easily revert to pre-gentling behavior due to several influences. If during an adoption the horse is exposed to non-gentled counterparts, the horse will decide to forget its level of training. More likely, however, is that the wild horse will bond with its trainer in the gentling process, learning cautiously to trust the human to make contact and command respect. This trust is not necessarily transferable among humans. Just as a horse's job is to test each day its position

within a given herd, it is expected to test each day its position with any given human with whom it makes contact. The adopter might fail to command the respect and generate a level of trust that will continue the gentled behavior.

A post-adoption training program allows the adopter to work individually with a trainer to gentle and halter train the horse. This system allows the adopter to be involved in the process, creating a bond as a foundation for future training opportunities. The BLM is already certifying trainers for the voucher system and it is encouraged that this become a priority through the National Marketing Team in conjunction with the national program office in Reno.

iii. EDUCATIONAL OUTREACH

The educational opportunities for the WH&B program are endless. There is no lack of audiences and organizations that need to know the value of the wild horse and the program to not only protect and nurture the AMLs, but also to enjoy the confirmation and capabilities of the animal under domestic conditions.

The implementation of national educational programs will be phased in during years two and three of the national marketing program. This provides not only time for planning, but also allows the success of the revised adoption program logistics and other promotional support measures to take hold, building a foundation for the educational activities.

Speakers Bureau

Program year two will see the launch of a national speakers bureau, actively placing key spokespeople in front of appropriate audiences. Speakers will have credible expertise related to the wild horse program and will be able to positively represent aspects of adoption, post-adoption and sanctuary.

A few potential names in the speakers bureau rolodex might include:

Trainers:	Steve Mantle Bryan Neubert Rick Steed Clinton Anderson
Post Adoption Achievers:	Donna Snyder-Smith (Endurance Rider) Naomi Tyler (Endurance associate)
Veterinarians:	Carolyn Stull (UC Davis)
Academicians:	Dr. John Pipkin (Texas A&M)
BLM Experts:	New Marketing Director

Breeders: Dave Robinson, Quarter Horses
Dr. Sue McDonnell, University of Pennsylvania
Dr. Sylvia Bedford, University of Pennsylvania

BLM will offer presentation training and script assistance to all speakers and will provide necessary stipends and travel expenses when not covered by the organization.

A complete list of potential speaking venues will be developed and contact will be made with all organizations to match expertise to event need. The development of organization and event contact will take place in year one while opportunities will be scheduled starting in program year two. Some potential venues include:

Annual conferences:

American Endurance Ride Conference
Back Country Horseman of America
National Cattlemen's Beef Association
American Vaulting Association
American Farriers Association
Professional Rodeo Cowboy Association
Association of American Veterinary Medical Colleges
North American Trail Ride Conference

Equine management classes at:

The Ethel Walker School
Colorado State University
Clemson University
Cornell University
Johnson and Wales University
University of Findlay
D'AL School of Equine Massage Therapy
Oklahoma Horseshoeing School
University of Illinois

Influencing the Influencers

The horse community is highly segmented, first by breed and then by riding style (English/Western), and finally by performance (Western pleasure, sport and trail as examples.) Word-of-mouth endorsements within the horse community, and specifically when fueled by trainers, stable managers and breeders, is the strongest form of promotional support. Horse people not only read periodicals and books, they go to seminars and events to find out about the latest techniques for health care, training, safety and comfort enhancements.

Programs that will fuel the discussion and endorsement of the wild horse will be more efficient, credible and actionable than a program weighted with advertising and paid spokespeople. The trick is to get influentials within the horse community talking positively about the characteristics of the wild horse. As previously noted, the positive aspects are not cosmetic. They are performance-based factors, such as endurance and sure-footedness.

A year-two program that reaches out to competitors in the hugely popular and fast-growing endurance and competitive trail riding arena will reach not only influencers, but prospective adopters at the same time. During top competitions in these two sports, the BLM will host adoptions and at the same time implement a mustang bonus as a prize package. This will not only serve as incentive for riding mustangs, but also will create additional news value for assisting in changing the average breed ratio of an Arabian-based event.

According to recent reports on the Tevis Cup, the nation's premiere endurance event, of the 259 horses entered, 240 were Arabian, or half-Arabian, with only four mustangs and four mules. Approximately 50 percent of the Arabians that started the event actually finished the 100-mile course. Only three non-Arabians breeds even crossed the finish line, including one mule and two mustangs. While less in number, mustangs completed the event at the same ratio as Arabians.

At the Tevis Cup in year 2002, a mustang incentive of $1,000 for the first to complete the trail will kick off the bonus program with an audience of influential horse people. Even more importantly, an additional bonus for finishing in the top 10 will help substantiate the fact that the mustang is indeed a serious contender. The same scenario can be played out at top events throughout the endurance season including:

Elk Valley Ride – Pennsylvania
Old Dominion Ride – Virginia
Virginia City 100 – Nevada
Outlaw Ride – Utah

The same scenario can be initiated at competitive trail ride events, an even faster-growing sport among baby boomers and their families. Competitive trail riding is not a race, but is a ride event that judges the horse on condition, soundness and trail ability. Although there are marks for presentation, grooming and trail equitation, this is not interpreted as "prettiness" or showmanship.

As the mustang bonus program gains acceptance in the areas most suited for the wild horse and its natural capabilities, the program can expand to arenas where the mustang currently suffers from lack of respect and understanding. Within the show arena currently, where breeding accounts for 90 percent of the purchase decision of prospects, the wild horse is not readily accepted, and discussion about the merits of the animal might generate snide remarks or, at a minimum, rolling of the eyes. Through the slow march of respect from one performance category to the next, the mustang will earn its way to a respected position as a prospect for various disciplines within the snaffle bit futurity system. By year six, a bonus program that rewards trainers for entering mustangs in a major national show is an objective for which much groundwork will need to be laid through the first five years.

Vocational Education Outreach

Education is the foundation of a good relationship between horse and owner. This fundamental principle is even more imperative when the horse is wild. The more potential adopters know about the characteristics, needs and capabilities of the mustang in advance of the actual experience, the more the program can attract individuals who have a high probability of success.

There are many educational forums where information about the wild mustang would make sense to prime the pump for a potential future adoption. School-based outreach programs also extend other awareness program elements, making further impact because it goes beyond mere awareness to actual understanding and appreciation.

A curriculum guide for the wild horse and burro program would include the program history and histories of key herds. Stories of some notable horses through the years will be presented. Educational forums for this type of curriculum include high schools with agricultural and equine programs, colleges and universities and national groups such as 4-H and Future Farmers of America. Interest has also been expressed with girl scout and boy scout organizations where merit badges could be based on a program designed with their specific needs in mind.

An education outreach program would be implemented in year three of the program, with year one generating criteria for the curriculum and setting the framework for the educational unit. Year two would include production of specific elements including videos and writing the historic segments. During implementation in year three, the educational venues that have agreed to implement the curriculum will also be notified of adoption activities.

K-12 Curriculum Program

This program is an educational outreach effort focused on building support and participation in the WH&B program at the grassroots level by working with national youth and service organizations such as National 4-H, Future Farmers of America and national teaching organizations such as the National Science Teachers of America. Through a multi-year partnership, BLM would work with one of these organizations to develop a classroom education program designed to increase awareness and participation in the WH&B program. This program could be called something fun like "Wild in the Classroom: The Legend and Legacy of Wild Horses and Burros," and marketed in partnership with a national media partner (see National Media Partner).

The partnership would jointly develop classroom modules for use by primary and secondary students nationwide. Module elements would include: a study guide for a television documentary, a two-week teaching program on wild horses and burros and animal management issues geared to different grade levels, tests and quizzes on wild horses and burros, and information on classroom adoption procedures for the program.

Promotion of the K-12 Curriculum Program would include the following activities:

- Distribution of the program to a targeted list of teachers and relevant student youth groups (geared to the partner selected for the program) designed to generate interest and involvement in the program

- Joint Web site promotions including development of a microsite linked to both the WH&B program site and the partner organization site. The microsite would provide for distribution of the teaching modules to teachers across the country and cross-promotion of the program to teachers and students. The site would feature interactive quizzes and games and a special area for teens and kids which would include links to the teaching modules and other program information

- Local media outreach (in cooperation with the national media partner) designed to generate print and broadcast coverage in communities with students participating in the "Wild in the Classroom" program.

- A joint editorial board meeting program for a WH&B representative and a partner organization representative designed to highlight the role of the partnership in supporting the WH&B program

- Joint participation in National Media Program events in key cities nationwide designed to generate new interest and involvement in the "Wild in the Classroom" program and/or highlight the work of students involved in the program in that community.

Mobile Mustang Tour

In year three of the program, a mobile educational tour will supplement ongoing adoption support and educational outreach activities. This tour, sponsored by a group of equine products and services companies such as Farnam, Wrangler, Sundowner Trailers and Ford Truck Division, will feature state-of-the art interactive displays and demonstrations that can be tailored to the daily tour schedule. For example, in some instances, a 40-foot round pen can be set up in conjunction with the tour vehicle and live demonstrations can be conducted. When space or time is limited, the self-contained educational units in the tour vehicle will provide the history, current uses, animal care information and adoption program specifics that will help arm both potential adopters and horse enthusiasts and the general public with valuable knowledge.

Optimal facilities and programs will include:

- Documentary footage of the mustang story
- Video of gentling process (similar to shortened version of Bryan Neubert's existing video)
- Computers with access to provider network and other website programs
- Live horse expert to answer questions
- Giveaways and products for sale as warranted through sponsors

This educational outreach will be best delivered at horse and agriculture venues all over the country and will be scheduled in conjunction with Level I adoptions, the larger events. If time

permits in between the weekend adoption schedule, the vehicle could drop by appropriate clinics, horse shows or other equine sports events to further the outreach along the road.

Sponsorships for the tour will be enlisted on a variety of levels from equine and agriculture manufacturers or other appropriate organizations. The sponsorship packages will be fully developed in year one with active enlistment beginning in year two.

This high-ticket item will solidify and amplify portions of the overall awareness campaign that will have been initiated in year two.

iv. NATIONAL PROGRAM AWARENESS

The programs in this pillar are designed to use the media has a channel for reaching the spectrum of our target audiences on a national and regional level. Some of them, like the News Bureau and Web site, are fundamental communications tools we recommend using to proactively power information about the WH&B program in new and compelling ways to increase visibility. Others, like the WH&B Club and Virtual Adoption program (described below), are new creative programs designed to attract media interest and raise awareness.

A key component of this pillar is programs specifically developed to encourage wild horse owners to think of themselves as a community. Owning a wild horse makes you a member of a very unique group. We believe that one of the greatest strengths of the wild horse program is its dedicated corps of volunteers, past adopters, BLM officials, and state officials – a community – who have a strong emotional connection to the wild horse. Their word-of-mouth endorsement to potential adopters is invaluable. Wild horse owners, as well as the government officials who support the program, believe in the breed and are zealous in their efforts to protect and promote it. Indeed, their commitment to wild horses is a nothing short of a passion.

These ingredients – passion, a true understanding of the product, a visceral connection to the product, and a sense of community – are the building blocks of a successful marketing campaign.

We want to harness these strengths by creating a great brand, and then building a community of support around it that we can leverage to raise visibility. As we mentioned above, the first step is to research and develop a brand package that captures the essence of this passion. Next, we recommend executing multiple marketing activities to spawn and solidify a nationwide community of support around the wild horse brand. We then leverage this sense of community in our media outreach programs to raise visibility of the WH&B program.

The majority of programs in this pillar will be developed and implemented in year one and continue in the following five years. A timeline is provided for each program. Annual research and measurement is critical to ensure our messages are reaching our target audiences. It will also help determine whether to scrap certain programs and where we may need to add new programs to augment our efforts. We recommend the National Marketing Team be responsible for all programs in this pillar.

The following are our recommendations for building national awareness.

Create a Community of Support

We want to actively encourage wild horse adopters to think of themselves as a community, and of the brand we create as a unifier of that community. A quick Web site search shows that a host of wild horse and burro organizations exist across the country. For the most part, however, these groups tend to operate on a local or statewide level and in isolation of one another.

We recommend unifying these groups around the national wild horse brand package we create by executing a series of marketing activities as follows. These activities should be developed and executed in year one by the National Marketing Team.

National WH&B Club

Establish a National Wild Horse & Burro Club as the preeminent national organization for wild horse and burro owners. Within development of the brand package we will develop a name for this Club, perhaps something like the "XXXX." We recommend executing the first 13 bullet items below during year one and the remainder in years two and three, based on the program's success.

- Launch the Club with a press announcement to targeted publications
- Advertise the launch in targeted equine publications
- Offer free one-year membership for new adopters
- Charge a nominal fee for membership, say $20 per year
- Offer special charter memberships to those belonging to other clubs
- Develop new member kit, including free subscription to National Club newsletter, WH&B Club t-shirt, tips and advice from trainers.
- Seek members from every state to establish Club chapters
- Set up a special Club page on the national WH&B web site
- Create a listserv to communicate with members about upcoming adoption events, volunteer/mentor opportunities, etc.
- Solicit personal success stories from adopters; establish a database of stories, names and contact information for future use with media
- Create a National Club newsletter
- Publish the newsletter in hard copy and push to members via email
- Form public-private partnerships with equine companies and periodically offer giveaways to new members
- Host annual rides in communities across the country to raise awareness
- Host national open houses at the local chapters--these would be celebrations for members, a chance for the public to see the animals and hear success stories
- Develop additional marketing materials, i.e. hats, coffee cups, bandanas
- Host tours of BLM facilities in Palomino Valley, and Colorado, Nevada prison facilities

National Magazine

Investigate the possibility of developing a magazine of the WH&B National Club to be published quarterly. We have spoken with Beverly Sandlin, former publisher of *Mustang* magazine, about

the success and pitfalls of that publication and the potential market for a new magazine. Although her subscriber base reached 2,500, with 60 subscribers from overseas, she was unable to manage the advertising component necessary to sustain the publication. This function could be easily handled by contracting with an outside firm that specializes in selling ads. Sandlin cites the growth since 1990 in the number of articles published about wild horses in national equine publications as evidence that it would be far easier today to attract advertisers.

While the prospect seems bright, and would certainly go far in building a community and raising the program's national profile, we recommend conducting some initial research to establish the feasibility of launching and sustaining a quarterly magazine. Sandlin offered to provide free counsel to BLM in starting up a new publication, and we recommend consulting with her as part of BLM's initial research for additional insights and input. The National Marketing Team should begin feasibility research for this program in the six month of year one, with timing of magazine development and execution dependent on the research results.

National WH&B Club Local Chapter Rides

Annual pleasure rides organized in local chapters of the National WH&B Club create new media opportunities for BLM, while also furthering efforts to build a community of support around the program and the brand. We anticipate that BLM will have a good idea of the number and location of state/local chapters of the National WH&B Club by the third year of implementation of the national marketing plan. Once these chapters have been established, BLM can help state/local Club chapters solidify their membership base by giving them the tools to needed to host annual rides in their communities in years three through six of the plan. At the same time, below we recommend several activities for the National Marketing Team to execute to generate media attention for these local rides that will further the overarching objective of raising WH&B program awareness.

By tapping into the network of National WH&B Club members, as well as WH&B volunteers and mentors, BLM will be able to compile a valuable list of best practices for hosting organized pleasure rides. We recommend the National Marketing Team package this list and offer it to the state/local Club chapters. It could be easily distributed to Club members by publication in the national Club newsletter. This list of best practices should include the contact name and number/e-mail address of the Marketing Director for Promotions, who would be in charge of helping organize and promote the annual rides.

The Marketing Director would be responsible for ginning up local, state and regional media to cover these rides. We anticipate the Marketing Director would work closely with local Club chapter representatives to execute some of the activities suggested below as follows.

- Identify local, state and regional media, including print and broadcast and relevant equine publications
- Work with local Club representatives to identify a Club member who might know one or more local politicians, Members of Congress, local businesspersons or local celebrities
- Assist local Club representatives in inviting the above-listed dignitaries to join the ride
- Issue a media advisory to notify reporters of the ride, offer interviews with local dignitaries, Members of Congress, and local Club members
- Offer tips to local Club representatives on conducting interviews with the media; if a Member of Congress joins the ride, the Marketing Director should plan to attend

- Pitch media to cover the event by targeting several reporters in the local market
- Issue a press release on the day of the event
- Conduct follow-ups calls to reporters
- Help local Club representatives draft thank you letters to local dignitaries and Members of Congress
- Draft a separate letter of appreciation from National Marketing Director to any Member of Congress who attends the ride
- Publish a story on the ride in the National WH&B Club newsletter

Charity Rides

Charity activities offer the opportunity to gain high visibility for the WH&B program, while also adding value and prestige to being a National WH&B Club member. However, we recommend that an activity of this scale be pursued only after all of the programs in the marketing plan have been successfully executed, and a large community of support develops around the WH&B brand. We anticipate the time might be ripe for this sort of large-scale charity activity in year five or six.

The type of charity activity we envision is directly related to horses and riding and is nationally recognized. We recommend the National WH&B Club sponsor an east to west/north to south trail ride to benefit riding programs sponsored by North American Riding for the Handicapped Association (NARHA), which was founded in 1969 to promote and support therapeutic riding in the United States and Canada. At some 600 NARHA riding centers, more than 30,000 individuals with disabilities find a sense of independence through horseback riding. NARHA is the accrediting organization for Easter Seals' camps with equine activities. Other organizations participating in NARHA riding programs include the Muscular Dystrophy Association, Multiple Sclerosis Society, Special Olympics, Spina Bifida Association and United Cerebral Palsy. This would be a truly worthy cause to help, while also raising awareness of the WH&B program and fostering a sense of pride and prestige for National WH&B Club members.

30th Anniversary Celebration

We recommend leveraging the 30th Anniversary of the Wild Free-Roaming Horse & Burro Act of 1971 as an opportunity to raise national attention for the WH&B program. The following are our recommendations for developing promotions around the anniversary.

National Poster Contest

Launch a national contest to develop a poster in celebration of the 30th Anniversary of the Act. The idea here is to begin raising awareness with targeted young audiences who have a predisposition to horses, while using the contest as an additional media hook to mark the 30th Anniversary. Contest development should begin in the first few months of year one; selection, announcement of the winner should occur no later than June 2001. We recommend executing the following.

- Partner with Future Farmers of America (they have already agreed to partner with BLM on this contest)
- Announce the contest with a press release

- Pitch targeted equine publications, local newspapers
- Hold a media event in the winner's hometown to unveil the poster
- Pitch stories to reporters about the winner and the winning poster
- Take out advertisements in equine publications showcasing the winning poster and the winning contestant; provide contact information for ordering posters
- Post the winning poster on the WH&B web site
- Display the poster at BLM offices and adoption events

Event, Activities Marking the 30th Anniversary

Hold a news conference at the Department of Interior headquarters in Washington, DC, with the Secretary as the host of ceremonies, to mark the 30th Anniversary. The idea here is not only to mark the 30th Anniversary by holding an event, but also to announce the rollout of the new WH&B theme and several upcoming national programs designed to promote adoptions and educate target audiences. We recommend executing the following early in year one, with tactics with horse training and charity organization identification to begin in second quarter 2001 and event planning to run from October-December 2001.

- Invite Members of Congress from states with herd management areas, and from key House/Senate committees with jurisdiction over the WH&B program
- Announce the news: In celebration of the Act, BLM is donating 30 trained wild horses to 30 charity programs through the North American Riding for the Handicapped Association
- Invite one or more representatives from the charity organizations to talk about how the donated wild horses will benefit their program
- Issue a proclamation declaring December National Wild Horse & Burro Month
- Display poster and have the winning contestant talk about their work and what the WH&B program means to them
- Announce the new WH&B theme, slogan and tagline, and several innovative new programs that are upcoming: virtual adoptions on the web; Trainer of the Year; and educational outreach initiatives. The message here is that BLM not only sees wild horses as an icon of the American spirit, but also as having tremendous value in horse sports. This value will be captured in forthcoming programs designed to promote horses and educate the public.
- Issue news release on the event, charity horse donations, new national theme, and National WH&B month
- Post news release to the national WH&B web site
- Conduct outreach to print and broadcast news outlets to attend/cover the event
- Seek interviews for DOI Secretary or BLM spokesperson on morning TV shows like the *Today Show*
- Conduct a radio media tour with the National Program Team leader in areas where the charity organizations are located; include representative from charity organization
- Target equine publications for feature stories on the 30th Anniversary and the horses donated to charities

News and Information Bureau

We recommend the National Marketing Team build and manage a News and Information Bureau in year one and operate it on an ongoing basis to serve as the backbone of all public relations outreach about the WH&B program. The News Bureau will serve two functions that correspond directly to two of our main marketing objectives: to increase adoption event visibility and build national program awareness. The News Bureau operates with a dedicated team of public relations experts who know the WH&B program and know the media. While we recommend the News Bureau be staffed and managed by the National Program Team, its success is directly tied to the creation of an open and active channel of communication between the National Team and public affairs officers at the state and national level.

It works like this:

Proactive/Offensive

The News Bureau team would gather news generated by each of the four marketing program elements and tailor it to national and regional reporters. The team also would identify local stories of potential national and regional interest such as adoption success stories or wild horses that have won various competitions. That's why the open and active flow of information between the National Team and state/national public affairs officers is so critical. Each must know what the other is doing in terms of launching programs, identifying newsworthy ideas and selling stories to the media.

The News Bureau team would develop a monthly editorial calendar to help provide structure to the proactive strategy. This calendar would be ideally located on the WH&B program's Intranet. The calendar would integrate each of the four programs by creating a central location for news and schedules of activities, which the team would leverage with the media. From news releases on the 30th Anniversary celebration to public-private partnerships between BLM and corporations, to news on unique volunteer and mentoring programs, the News Bureau machine would be the centerpiece of the initiative to increase adoption event visibility and raise national program awareness. The News Bureau would monitor and track articles and leverage them into other news opportunities as they arise.

Central to the News Bureau's success is building and maintaining relationships with key members of the media. The team must identify a targeted list of reporters at key equine publications, as well as those at the top major dailies and regional newspapers. It's not enough to know who they are; it's vital to know what they care about, and that they know BLM's News Bureau team and how it can help them. The team must build relationships with key journalists by providing a continuous flow of information about the program – news releases, briefings, editorial board visits, desk-side briefings, letters to the editor, opinion-editorials on timely issues, special invitations to events, and interviews with key BLM officials on a special basis.

Rapid Response/Defensive

A key function of the News Bureau is monitoring and tracking articles that negatively portray the WH&B program. The News Bureau's role is to ensure BLM's voice is represented in coverage that's critical of the WH&B program, thereby putting critics on notice that BLM will proactively work for balanced coverage and let no charge go unanswered. An example of this type of story is one that ran just before Christmas by the Associated Press. The story was about a judge's

request for information from the BLM regarding the numbers of wild horses that end up at slaughter and the agency's efforts to prosecute cases.

The News Bureau's mission is to respond quickly and convincingly to any major news story such as this, as well as to major news releases or public debates that might be critical of the WH&B program. The team would deploy a variety of approaches from calls to the reporter to propose a follow-up story or correct misinformation, to supplying facts and statistics to drafting letters to the editor or opinion editorials for quick placement. This role of establishing a balanced record of media coverage is especially important as BLM works to keep key Members of Congress informed about the program and its achievements. A negative article that goes unanswered creates an imbalanced record that will likely prove harmful to the WH&B program with key opinion-makers.

Web site

We feel the online home for the WH&B program has a great deal of potential to enhance and improve the overall program to help meet BLM's goal of increasing the number of successful adoptions. In particular, we feel the wildhorseandburro.blm.gov site can be leveraged to help build WH&B program visibility and awareness, manage relationships and build a community of support around the brand, and interact directly with key audiences.

Fleishman Hillard Interactive, a global practice area of the company specializing in online communications, has reviewed the wildhorseandburro.blm.gov site and provided a top-level evaluation of the site design, navigation and function. In addition, we make several recommendations for using the Web to extend the reach and recognition of the WH&B program, increase successful adoptions, and introduce new online mechanisms. These Web site recommendations should be executed in year one.

Evaluation: A defining goal and objective for the sites we design is attaining the highest possible level of site "usability." Usability means making the site easy for each visitor to use so that BLM's messages are clearly and easily delivered to their target online audience. Though it sounds simple, creating sites with high usability standards can be rather complex. Every element of the site can contribute to the usability while each can also detract from the usability if it is implemented poorly.

As it stands now, we feel that the current WH&B program Web site suffers from a lack of usability. Though much of the content is helpful and important to BLM's target audience, the site design, layout and overall navigation do not allow for easy transmission of the content.

Design: The site design does not reflect the most recent trends in Web design. The color scheme is simplistic, the images used do not fit with the color scheme, and the background image does not fit with the site's overall tone and feel. The clashing of all of these elements detract from the overall experience of the site and do not take advantage of the use of color and images to draw visitors quickly to important sections of the WH&B Web site.

Colors to consider in a site redesign might include those appropriate to the west, mainly earth tones. Southwestern motifs could be used to create an interesting, modern theme for this site, as well.

Navigation: The first element of a site's navigation is the overall layout. Similar to a newspaper where the most important content is found "above the fold," BLM should consider as most important the online "real estate" that appears on a visitor screen before a user begins scrolling. It is essential that the use of this space be maximized and used as efficiently as possible.

On the WH&B site, the left side menu is far too long and narrow, while the text-heavy content area is also too long and narrow to meet this important standard of usability.

There is little differentiation between important links and unimportant links. Attention needs to be paid to the hierarchy of links. For example, the "Program Summary," a very important link, is located near the bottom of the homepage, whereas the "Pictures" link is right at the top. Furthermore, there is no visual differentiation between content bucket links and minor internal links, and the menu is broken in several places by rather unimportant images to highlight certain links. A more organized menu system would significantly enhance the site's usability. As part of the redesign, Fleishman Hillard would suggest the following content buckets:

- What We Do (a summary of the program)
- Adoption (a resource for those who wish to adopt)
- National WH&B Club (a special page with news for members)
- Donations (a resource for those who can't adopt, but want to help anyway)
- Events (adoptions, exhibits, etc, could be featured here)
- News (an area for Press Releases, etc)
- Facts & Stats (a place for the substantial amount of statistics and stuff to go)
- Who We Are (the Advisory Board Members, charters, contact information)

Function: Another way to improve usability is to add simple functions to the site that allow for easier navigation to the site's most important content. We suggest that it might be useful to have a simple search function on the site so that people can easily and rapidly find the information they need based on their own keywords. If you choose not to implement a search engine, we suggest developing a simple pull-down box that will quickly link visitors to the most important parts of the site.

One function that we would definitely suggest removing from the site is the visitor counter that appears on each page. The counter does not enhance the site's usability and our research shows that users rarely care how many other people have visited a site. Enhanced traffic statistics can be easily acquired by running the site's server logs through a server log analyzer program on a monthly basis.

Below we recommend several programs to enhance the Web site:

Online Newsletters

Once the site's usability has been enhanced, there are a number of interactive components and outreach mechanisms that we recommend implementing. One such option is an online newsletter. The newsletter could be sent out via e-mail on a monthly basis to various groups including the wild horse and burrow club, the volunteer group and service provider network. Additionally, people calling on the 800# or requesting information via e-mail can receive the newsletter about the latest online and offline adoptions. Each newsletter could also contain tips for caring for horses and burros as well as success stories from others who already adopted a horse or burro through the program. We suggest allowing interested parties to subscribe to the e-mail via a simple form on the Web site. This would also allow BLM to create a database that could be used to send information to interested parties about upcoming adoptions in their area.

In addition to the newsletter, we would suggest creating niche newsletters for the program's volunteers and mentors. The volunteer newsletter could provide e-mail alerts when a WH&B event is going to occur in the volunteer's area. The mentor newsletter might be set up as a two-way communications channel where mentors could talk amongst themselves and share best practices and success stories, thus creating a sense of community and a network of support.

Online Outreach and Partnership Development

Once the WH&B site has been redesigned and re-launched, we would suggest executing against an online outreach and partnership development program. The goal of the program would be to drive interest and traffic to the site.

A contractor could develop a list of equine sites, online newsletters and online discussion areas consistent with federal government guidelines. They could then contact each site, asking whether BLM could develop a relationship that included a link to the WH&B site, an inclusion of content from the WH&B site on that site or discussion area, as well as allowing for visitors to these target sites to sign-up for the new WH&B e-mail newsletters.

This outreach could also be used to promote the virtual adoption process, as well as any additional functionality that might be developed like online postcards. Online postcards could be sent to friends and family via e-mail, each one including a picture of a wild horse or burro as well as information about the program.

Online Adoptions

The WH&B site has already seen success in Internet adoptions. This could be an enhanced aspect of the adoption program through a reorganization and promotion of the site and the activities. As noted on other Internet horse sales locations (and any traditional horse sales venues) including the popular arabianauction.com, the horse bloodline and registry is a key marketing tool. With the absence of bloodline marketing, the site can key in on HMA dynamics, thus supporting the overall opportunity to build the HMA into a key component of the particular horse history.

Horses available by Internet adoption can be classified by HMA with a history/prevailing characteristics description noted. Horses under specific HMAs will be listed as mare, gelding, colt, filly or stallion, then by age, color and markings. Although photographs are typically a key factor in Internet sales, it is difficult to photograph a wild horse to show its potential. Actual

video streaming is recommended for horses that are either halter broken or good movers that can be filmed in a round pen.

It is advised that the current location of the horse not be included in the description, since prospective adopters might get the impression that they are responsible for transportation from long distances. The logistics of Internet adoptions need to include the list of locations where the horse can be retrieved, providing the opportunity to move the horse as close to the adopter as possible with a shipment of horses scheduled for an adoption event.

National Toll-Free Number

BLM had great response to its national toll-free number, 1-866-4mustangs, during last summer's emergency gathers held due to drought and wildfires. Since the emergency team has disbanded, however, staffing of the toll-free line has proved problematic. According to BLM officials, temporaries now staff the line and often lack proper knowledge about the WH&B program to accurately and completely answer calls. These officials report a high number of calls continue to come in from the public with all manner of questions about the adoption program and how they can help, but many of them receive inaccurate or incomplete information.

If properly managed and staffed, we feel the toll-free line can continue to be an effective tool for interacting with the public. We feel the number should be included in all advertisements, press releases, brochures and other program information publicly distributed, much in the same way that companies list their Web sites now on all information. Staff who man the toll-free line should be completely conversant about the WH&B program and keep a log of interested parties – names, addresses, phone numbers, e-mail addresses – that should be entered into a database to use for future mailings/communication about adoption events.

Although our first instinct is to recommend this function be handled internally, we recommend hiring an outside contractor to staff and manage the toll-free line. At this time, we do not feel that BLM is set up internally to operate the toll-free line, and that gearing up to do so would not be an efficient use of resources. However, we recommend the National Marketing Team have direct responsibility for training and overseeing the outside contractor, and getting this up and running in year one. Fleishman Hillard has experienced a good rate of success with a number of firms that manage toll-free lines, and would be happy to pass their names along to you.

PR Internship Program

BLM has had some success offering public affairs internships in the WH&B program to students aspiring to be public relations professionals. We think this is a great idea and strongly recommend that BLM institute a national PR Internship Program to support Public Affairs Officers in the field with all of the activities designed to promote adoption events. Bright, enthusiastic public relations students can help not only execute many of these activities, but also offer a fresh, new perspective on the program in each of the markets we seek to promote adoptions.

We investigated the opportunity of working with the Public Relations Student Society of America (PRSSA) to promote a BLM internship. We spoke with Kelly R. McNab, PRSSA's national vice president of internships and job services. Kelly pointed out that PRSSA has 6,500 dues-paying students in universities and colleges across the United States. She anticipates that many students would be interested in an opportunity to work for a government agency, particularly in the area of promoting adoptions of wild horses and burros. The process for seeking interns is easy; BLM would simply need to post a job description to PRSSA's Web site. Job postings are ongoing throughout the school year, but most students seek opportunities at the end of winter for summer jobs and some students look for opportunities during winter breaks. Nearly all internships are unpaid. Kelly recommends posting a single internship opportunity for the country as a whole, and allowing students to pick where in the country they would like to work.

We recommend the National Marketing Team establish and coordinate the PR Internship Program, working in close cooperation with Public Affairs Specialists in the field offices for their input on specific needs. We recommend this program begin in year two and run through year six.

New Markets For Adoption-Challenged Animals

We recommend beginning the development of an outreach program in year two to generate interest and attention in the program among a wider national audience, and to specifically develop new markets for adoption-challenged animals. This program should be launched in year three and developed over the course of the following years.

We see three goals for this program: 1) to generate general awareness of the WH&B program; 2) to encourage virtual adoptions of adoption-challenged animals, either individually or in groups; and 3) to encourage individual adoption.

We suggest developing this program in two different but interrelated ways: an online component and a retail component. The online component creates a new market for adoption-challenged animals by allowing the public to "virtually adopt" a wild horse or burro by contributing money and taking a stake in its future. The retail component is designed to drive traffic to the Web site and increase virtual adoptions, while at the same time raise general awareness of the WH&B program and encourage adoptions. This retail component has two possible avenues: a catalog and Web-based program or an in-store promotion program. In both cases, we would establish an exclusive partnership with a national retailer designed to promote the program to a consumer audience. Descriptions of the online and retail components follow.

Virtual Adoptions

While BLM does not solicit public donations, private donations are accepted. One way to encourage private donations is to allow interested visitors to the site to "virtually adopt" a wild horse or burro. Our idea is for those horses and burros that are unlikely to be adopted yet still need support on one of the program's ranches, allow a visitor to the site to take a stake in the future of the horse or burro by contributing to that animal's future. We envision allowing up to five different people to adopt one horse or burro, with each visitor taking responsibility for a

share of the animal. Virtual adopters could view pictures and information about their horse similar to a more traditional adoption. If the adopter consented, their e-mail address would be shared with the other adopters so they could converse about their virtually adopted horse or burro. All of the private donations could be processed online via a secure server. Virtual adopters would be given a free membership to the National WH&B Club.

Retail Program

An exclusive partnership with a national retailer will significantly boost our other efforts to promote the WH&B program to a wider national audience, create a community of support, and provide a new market outlet for adoption challenged animals. We see two possible avenues for the retail component: a partnership with a leading catalog and Web retailer such as Patagonia, REI, State Line Tack or Professional Choice, or a partnership with a leading chain store retailer such as Petsmart, Wal-Mart, Kmart or Borders.

Catalog and Web: A partnership with a major catalog and Web retailer such as Patagonia, REI, State Line Tack or Professional Choice would include the following elements:

- Promotion of the program online through a microsite linked to the WH&B site, interactive activities such as a quiz, an online virtual adoption form, and links to information about wild horses and burros and animal management issues.
- Promotion of the program in the retailer's catalogs for a six- to 12-month period, including a full-page description of the program with information on donations or individual or group adoption and the address of the WH&B Web site.
- A joint media tour for a WH&B spokesperson and a spokesperson for the retailer partner to announce the program, drive traffic to the Web site and generate interest and awareness in the partnership. The media tour would include both online and offline media interviews with outlets including news Web sites and radio talk shows, and print and broadcast reporters in key markets.
- A consumer media outreach program in advance of the launch of the partnership designed to place stories in key long-lead publications around the launch of the partnerships.
- A consumer media outreach program after the launch of the program designed to generate coverage on the partnership in key local markets nationwide.

We contacted half a dozen major catalog and Web retailers in our preliminary research. While no one company expressed preliminary interest in exploring a partnership in the future, several representatives responded positively to the general idea. We were told that any partnership would have to be directly linked to the business model of the partner: specific program components would have to support the retail operations of the partner, not merely provide publicity for the partner's operations.

Retailer: A partnership with a major chain store retailer such as Petsmart, Wal-Mart, Kmart, or Borders could include the following elements:

- In-store promotions at some of the chain's locations to highlight the partnership, and provide information on virtual adoptions (promotion would include store displays, distribution of information to consumers, and in-store events with WH&B representatives)

- Promotion of the program on the retailer's Web site (with a link to the WH&B site) including the use of interactive activities such as a quiz, an online virtual adoption form, and links to information about wild horses and burros and animal management issues

- A joint media tour for a WH&B spokesperson and a spokesperson for the retailer partner to announce the program, drive traffic to local stores and generate interest and awareness in the partnership

- A consumer media outreach program in advance of the launch of the partnership designed to place stories in key long-lead publications around the launch of the partnerships and the unique role of the retailer and its stores in promoting the program

- A consumer media outreach program after the launch of the program designed to generate coverage on the partnership and the in-store activities in key local markets nationwide

In our research, we contacted marketing and promotion representatives for half a dozen retailing companies. A representative for one potential partner, Borders, expressed preliminary interest in the kind of partnership we have described here. The representative is Ann Roman, the vice president for corporate affairs. Ms. Roman would be willing to entertain discussions on such a partnership in the future, if they can be linked to a new book on the subject and/or an exclusive in-store promotion that would result in additional foot traffic to the stores and new revenue streams. We believe that a partnership with a major book and music retailer such as Borders offers unique opportunities for promotion from the "Borders" name to their customer demographic, audience reach and diverse retail environment (Borders stand alone stores and Waldenbooks mall locations).

National Media Partner

As a federal program with the backing of the U.S. government, WH&B has a credibility and seriousness of purpose not present in other organizations. While national networks and other media outlets are approached by organizations seeking national media partners on a regular basis, we believe that the WH&B program should capitalize on the built-in advantage of its federal status by seeking to develop an exclusive relationship with a national broadcast network. We recommend beginning outreach to secure a national media partner in year two, with a goal of finalizing a partnership in year three and launching a series of ongoing media activities in year four.

The national media partner would work with BLM to: 1) introduce the program to a wider, but still relevant, audience; 2) chronicle the history and success of the program; and 3) entice new

participation in the program by generating awareness of its mission and goals. Possible partners include the just-launched National Geographic Channel, and Discovery Networks' Animal Planet.

We contacted representatives of both National Geographic Channel and Discovery Networks in our preliminary research. We were not able to have a substantive discussion with anyone at the National Geographic Channel as all relevant staff was involved in the national launch of the channel that took place on Sunday, January 7, 2001. However, we had a positive discussion with Lynn Stevens, the director of advertising and promotions for Discovery Networks. Ms. Stevens suggested that the Animal Planet channel might be a possible partner for the program in the future and encouraged BLM to pursue this idea with her. However, as you will see in the recommendations below, Ms. Stevens did offer a few suggestions about the development of components in the media program: We will need to ensure that the development process is cooperative and involves both the BLM and the partner. Without this collaborative process, it may be difficult to secure a long-term media partner willing to participate fully in the program.

The National Media Partner program would provide BLM with an ongoing avenue for targeted, audience-specific communications outreach that would provide a strong supplement to other media activities. Partnership activities could include the following:

Documentary Premiere and Support for Educational Outreach

A film documentary is an ideal way to showcase the WH&B program in a positive light and generate national visibility. The WH&B program naturally lends itself to a film documentary – the history of the West and the role of the horses, how the competing uses of the rangeland took hold, the struggle of Wild Horse Annie to protect the animals, the evolution of the adoption program, and of course the many successful adoption stories. Indeed, it is a story that needs to be told and one that will help BLM continue to build a national profile and awareness for adoptions. We recommend initiating steps in year two to contract with a filmmaker to shoot the documentary, with a target launch for the film in year three.

As we finalize plans for production of a documentary on the WH&B program, we would also finalize plans for the premiere of the documentary on the network that agrees to serve as national media partner. However, the documentary is not contingent upon signing a national media partner; it can proceed on a separate track through another distribution channel. That said, if we sign a national media partner to distribute the documentary, this is how it could work.

The premiere would include a gala event described below, as well as an agreement to air the documentary nationally over a period of several months. The national media partner then would have the option of offering VHS copies of the documentary for sale to the public for a limited time period as a means of generating revenue for the partner (this activity will make the partnership more attractive).

In addition, VHS copies of the documentary would be made available to the WH&B program for use in further outreach activities designed to increase awareness and participation in the program. These activities would include ongoing adoption outreach designed to increase program participation among target audiences as well as awareness programs such as the classroom activities ("Wild in the Classroom: The Legend and Legacy of Wild Horses and Burros") developed for the K-12 Curriculum Program.

Please note that at least one potential media partner (Animal Planet) has cautioned us that pre-selection of documentary producers and promotion plans is not always wise. In most cases, the distribution channel wants to be involved in all aspects of the documentary production and promotion, from start to finish. Although we have spoken with one filmmaker and suggested a promotion plan, it may be wise to consider securing a media partner first before finalizing plans for the documentary.

We spoke with Jack Robinson, a filmmaker who is very interested in shooting a documentary on the WH&B program. He was referred to us by Julie Von Tobel Gleason, a commissioner with Nevada's Commission for the Preservation of Wild Horses. We also understand that Mr. Robinson has worked in the past with Mary Knapp, public affairs specialist, BLM, and discussed the possibility of doing a film documentary. Ms. Knapp reports she had a favorable work experience with Robinson, but that price was a limiting factor. Mr. Robinson tells us that a documentary costs in the $50,000 to $150,000 range; however, he is very willing to work with BLM on price because he believes strongly this is a story that needs to be told. Although Mr. Robinson is very interested and is certainly passionate about wild horses (he has adopted five), we strongly recommend BLM pursue conversations with several filmmakers and media partners. However, Mr. Robinson seems like a logical starting point.

Once a deal has been signed with a filmmaker and/or national media partner, we recommend BLM work closely with those parties to plan several activities to promote the film. The following activities would be timed to the film's release sometime in year three.

- Issue a media advisory to national print and broadcast media to attend the premier
- Target key media and pitch to attend the event
- Issue a press release announcing the premier and the purpose of the film i.e. to raise awareness about this national Living Legend; include the toll-free number and Web site in the release
- Post the news release to the WH&B program Web site
- Advertise the film in key equine publications with a listing of where it will air
- Hold a premiere gala event to release the film in a key market city such as Las Vegas, Phoenix or Denver
- Invite the Secretary of Interior to serve as keynote at the event; invite and include speaking roles for key Members of Congress and the National Program Team Lead
- Coordinate post-launch promotion plans with the national media partner and other program components

WH&B Adoption Program PSA

The national media partner would agree to produce a 30-second public service announcement (PSA) on the WH&B program to be aired nationally on the media partner's network and on other networks and stations nationwide. The PSA would provide introductory information about the program and encourage participation in adoptions by providing information on the toll-free number and the Web site.

Web Site Links
The national media partner would agree to provide links from relevant network Web sites to the WH&B program site. Element-specific links would be added throughout the life of the program to support specific activities such as the premiere of the documentary, the national launch of the PSA, the "Wild in the Classroom" program and individual events held around the nation.

Event Co-sponsorship
The national media partner would work with the WH&B program to plan and conduct adoption education and information events in key cities nationwide on an ongoing basis (e.g. Albuquerque, Denver, Las Vegas, Phoenix, Portland, Sacramento, Salt Lake City, Tucson). These events would provide venues to show the documentary, provide the public with information on how to support adoptions or commit to an individual adoption, etc. In addition, local elected officials and BLM state and regional representatives would have the opportunity to interact with media and others to highlight the ongoing success of the program. Where relevant and appropriate, "Wild in the Classroom" participants would be involved in the events, serving to highlight the impact of the program on people of all ages nationwide. Working with the national media partner, we would develop an event template in year three and begin hosting events in year four after the premiere of the documentary. The events would continue through the end of year six.

National Wild Horse Registry

As you well know, horse owners are a bit paper snobbish when it comes to documenting the bloodlines of their horses. To make real inroads into the horse community, and thereby increase adoptions, we feel it is important to give the wild horse its own cachet. Pride of ownership is a fundamental part of the brand package we want to create for the WH&B program. Establishing a national WH&B registry will help create this pride of ownership by giving owners papers on their Living Legend. We recommend the National Marketing Team begin developing the registry in year two, with implementation in year three.

Although we cannot establish bloodlines for wild horses, we can establish value and heritage through herd management areas (HMA). BLM already has an effort under way to document the characteristics of horses by HMA. These HMA can be branded for their unique characteristics and marketed as such when promoting adoption events.

We recommend the National Marketing Team be responsible for creating and maintaining the registry, possibly enlisting the support of the WH&B Group located in Reno (National Program Office). The Team should promote the National WH&B Registry on the program Web site, with specific mention of the benefits of registering, i.e. a certificate of authenticity describing the HMA and the unique characteristics of horses from this area.

We recommend the National Marketing Team and local Public Affairs Specialists promote the unique characteristics of each HMA in all marketing activities to promote adoption events. Specifically, HMA should be included in all adoption event materials, including media advisories, press releases, advertisements, web site postings, flyers, posters, etc. Informational

materials should be developed for display at the adoption event providing information on how to register your Living Legend with the National WH&B Registry.

It is well understood that there are several mustang registries in existence and we can either enlist the support of the largest, the American Mustang & Burro Association, Inc., or go about distinguishing the National WH&B Registry as unique and authentic.

The registries currently showcasing mustangs include:

American Mustang & Burro Association, Inc.
American Mustang Association
Mustang Registry

Visitor's Center

Few things are more valuable to raising awareness than the experience of a hands-on visit with a wild horse and actually seeing what these beautiful creatures are capable of becoming. We speak from experience here. As part of our research for this project, we visited BLM's Palomino Valley holding facility, and had a chance to chat with officials there and several adopters who were picking up their horses. We got an up-close before-and-after look at a wild horse, from an untamed and truly wild animal to a remarkably trained workhorse that is also a sweet and gentle pet. We left with a new appreciation for wild horses, and a better understanding of the challenges facing BLM in terms of rangeland management, animal care and facility operation.

This is why we recommend BLM begin in year five to investigate the possibility of establishing a visitor's center at Palomino Valley and/or Lorton, VA. We understand that this is not the first time a visitor's center has been proposed, and recognize that there are political and financial considerations as well. However, we feel that by the fifth year of a successful marketing program, i.e. one that yields significant progress toward appropriate management levels, BLM will have enhanced its credibility and built more political confidence to enable a new look at the merits of a visitor's center.

From a marketing perspective, increased public interaction with the horses and the program through a visitor's center that is educational by design would help raise program visibility, change negative perceptions, and broaden our community of support, thereby strengthening the overall WH&B brand. From a political perspective, all of this will help BLM silence its detractors and build support for continued federal funding of the WH&B program. Therefore, we recommend the National Marketing Team launch an effort in year five to study the feasibility of building a visitor's center at Palomino Valley and/or Lorton, VA, to help educate the public and promote a positive image of wild horses and the WH&B program.

National Wild Horse & Burro Foundation

Establishment of a non-profit entity would go far to maximize promotional opportunities proposed in this plan, as well as create new opportunities to raise the visibility of the WH&B

program. In particular, a foundation would allow BLM to easily develop fund raising and philanthropic outreach programs with private-sector companies. We understand the Nevada Commission for the Preservation of Wild Horses Nevada and some lawmakers are seeking to establish a foundation for this express purpose. However, it is uncertain whether the Nevada legislature will pass legislation necessary to create a Nevada Wild Horse Foundation. Therefore, we recommend the National Marketing Team investigate the possibility of creating a foundation, either through another organization or by seeking congressional authorization, to set up a non-governmental, non-profit group to administer a National Wild Horse and Burro Foundation. Although we have recommended programs in this plan that make sense to implement in conjunction with a foundation, it is not necessary to hold these programs in abeyance until a foundation is established. We believe BLM should move forward to implement these programs, while at the same time take steps to set up a foundation.

v. Public Affairs

The WH&B program faces significant challenges in dealing with the issues that surround it. With few natural constituencies and well-funded and organized opposition, the program's base of political and public support is constantly at some risk. It will be helpful to the WH&B program to buttress its marketing programs with strong issues management and public affairs support.

We are aware that BLM has an active public affairs capability and certainly understands the issues that confront it. But to be sure its own internal capabilities and external sources of support are utilized to the maximum, and at the risk of being redundant, we recommend creation of some form of public affairs structure within the National Marketing Team to assure that the team:

- Capitalizes on every opportunity to build public and political support for the program
- Develops ally support to the greatest extent possible
- Builds the maximum internal support for BLM's activities

WH&B Public Affairs Structure

We recommend the National Marketing Team build into its structure some formal capability for evaluating the public affairs impact of each activity and executing public affairs efforts for the purpose of maintaining and building public and political support. Some point of accountability and responsibility can add a valuable dimension to all activities, events, horse gathers, adoptions, congressional hearings, and press interviews. The public affairs subcommittee, or team, should not set policy or have approval authority, but should instead be a source of information, ideas, and support to the state and national public affairs offices.

For example, a horse gather in Nevada may be of interest to the Nevada congressional delegation, or to policymakers working with wildlife or animal rights groups. Some person or group should be charged with the responsibility of thinking about those aspects of the activity and making recommendations. The public affairs team could go on to work with the Nevada

regional office to arrange a tour for congressional staff or provide information about the gather to allies.

The public affairs team could also work closely with the News Bureau and state/national public affairs specialists and the legislative affairs team, not to usurp the role of any of those functions, but to be sure their agendas are recognized. From its location within the National Marketing Team, the public affairs team should work closely with representatives from legislative affairs, public affairs, and with BLM regional offices. This kind of coordination will be especially valuable because it will help ensure a cohesive message with the public and constituency groups.

Developing External Support

The WH&B program touches many constituencies, or stakeholders. These outside parties are more likely to endorse specific components of the program rather than provide general support for the overall program. The National Cattlemen's Beef Association, for example, could provide crucial support for herd management; the Defenders of Wildlife could support the benefits of protecting wildlife. It is critical to identify allies from as many different segments of the stakeholder population as possible. Even though some of these groups are critical of some parts of the program, they can be valuable allies in advocating targeted benefits. For example, in testimony before the House Subcommittee on National Parks and Public Lands in October 1999, the Wild Horse and Burro Freedom Alliance, a group often critical of some activities of the program, supported increased funding and a media campaign for the adoption program.

Ally development is an integral part of any public affairs effort. Again, we recommend that some point of accountability and responsibility be created within the National Marketing Team to bring focus to ally development. One goal can be to bring together as many mainstream groups as possible that share some common ground with the program. Even such groups as the Sierra Club, the Funds for Animals and Environmental Defense could be invited to be a part of the process, in one manner or another. A physical conjoining of single-issue groups around a conference table often leads to nothing more than sterile propagandizing for each interest's agenda. Thus caution is necessary in proceeding with activist groups in particular. Nevertheless, groups should not be excluded because they are not totally supportive of the program. These groups can also be a source of information about what is happening in their communities and assist in identifying future policy initiatives.

Once these third party supporters are identified and the common ground defined, BLM should determine the extent to which they can be helpful in the program. Providing opportunities with varying levels of involvement will increase participation by outside groups. Levels of participation can include:

- Lending their name to opinion pieces/editorials and letters to the editor
- Providing interviews to local press, give speeches at industry meetings, public forums and schools
- Writing white papers

To help manage this process, the public affairs team should also create a database of third-party contact information, their positions on WH&B programs, and quotes. The team could then provide this database to all BLM regional and state offices to utilize allies for local interview opportunities and promotional events.

Assuring Internal Support

At this time of significant change in both the executive and legislative branches, a formalized public affairs function with the National Marketing Team can help maintain and increase support from internal stakeholders. The public affairs team can take the responsibility of seeing that its own governmental family understands the goals and needs of the program.

One way to do this is to prepare briefing materials to educate internal audiences about the program's mission. The briefing materials should include the strategic plan, a summary of the communications plan, a S.W.O.T (strengths, weaknesses, opportunities and threats) analysis and press clips. The team can also offer opportunities for DOI officials, Members of Congress, and their staffs to become involved with the program through public events and press interviews, as described in this plan, and suggest ways in which the Department can provide additional support for the WH&B program.

Frequent communication with key Members of Congress and policy staff is essential. On an ongoing basis, the public affairs component of the marketing team can notify committee and personal staff of upcoming adoptions, gathers, public events and press opportunities, and provide updates and press clips after events. The objective here is to prevent any surprises by providing policymakers and their staff with facts and figures, program updates, and success stories on a regular basis.

It is particularly important to educate staff about challenges facing the program and why it is important to their constituents. Identifying weaknesses and threats early in the awareness program will help manage expectations and generate needed buy-in from policymakers, and identify allies and adversaries. The team should also identify policy issues that impact the program, get feedback from staff about issues that may come up in Congress, and inform staff about upcoming events in which their Members may want to participate.

The public affairs team can take the responsibility of seeing to it that congressional delegations and staff from states with BLM managed lands, including Nevada, Arizona, California, Utah, Oregon and Wyoming, are kept constantly on top of the program and its attendant issues. The meetings are an opportunity to identify stakeholders and policy issues that impact specific states and districts for legislative assistants and press opportunities for press secretaries.

The public affairs team can also arrange tours for policymakers and key staff to familiarize influencers with the program. Seeing the program first hand will help educate policymakers about the opportunities and threats facing wild horses and burros. Meeting some of the successful adopters will also help. Involvement with the work of the BLM creates better understanding and support of its programs.

In sum, we are confident that none of the ideas presented here are new to BLM – what we are proposing is to create a structure, a point of responsibility, for thinking about them and making sure that the appropriate actions take place. Issues need to be managed; they are best managed with information, delivered to the right audiences in a timely and appropriate fashion. The public affairs component of the marketing team should be held responsible for looking at all WH&B activities as opportunities to educate and inform policymakers and policy influencers about the program.

V. RESEARCH AND MEASUREMENT

Situation/Objectives. The central goal of the Bureau of Land Management is to increase the number of successful wild horse adoptions. To meet this goal, Fleishman-Hillard has identified several objectives, including:

- Increase awareness and knowledge of the wild horse among audience groups unfamiliar with the animals and the BLM's Wild Horse & Burro (WH&B) program
- Enhance the image of the wild horse among key audience groups familiar with the animals and the WH&B program

Additionally, before launching the umbrella theme, brand package and messages that will comprise the marketing program, BLM needs to test stakeholder receptivity to potential program messages, name(s), and logo(s). Relevant key audiences include:

- Potential adopters (as identified by the geodemographic analysis of the past adopter database)
- Past adopters
- Influencers within the horse industry (including trainers, veterinarians, farriers, academicians, breeders, performance organization executives, equine journalists, etc.)

Specifically, research will benchmark and track key audience:

- Awareness and image of wild horses and the WH&B program,
- Perceptions of wild horses as adopted animals, including perceptions of activities for which they are well-suited,
- Initial receptivity to potential program messages, etc. and later recall of chosen program messages, etc.

Results of a benchmark study will help BLM establish a baseline of awareness and perceptions against which future tracking studies can be measured. The benchmark and tracking studies together will provide a measure of program success and provide information to allow BLM to refine efforts and better communicate with key stakeholder groups.

Research Design/Methods. To accomplish these objectives, Fleishman-Hillard Research recommends a multiphase research approach (some of which has already been conducted):

- ***Situation Analysis*****:** Fleishman-Hillard Research has already performed a review of BLM-provided materials and possesses a good understanding of the challenges of the WH&B program. Additionally, past research has provided insights concerning the attitudes of past adopters and non-adopters that will help to guide future measurement (i.e., related issues in the minds of past adopters and non-adopters, which typically would be identified with qualitative research, are already known to some extent).
- ***Qualitative Research***: This phase of the project will qualitatively identify message points, names, and logos that will resonate with audiences and provide guidance for the development of questions for the quantitative phase.
    - (1) Past and potential adopters: We recommend that six focus groups be conducted with past adopters and potential adopters.
    - Past adopter participants will be limited to those who have adopted in the past five years. Potential adopter participants will include a mix of (1) persons who have requested adoption information from the BLM but have not adopted a wild horse or burro, and (2) persons living in metropolitan statistical areas defined by PRIZM who are noncommercial horse owners and on the mailing list for State Line Tack.
    - We propose three groups be conducted with past adopters and three be conducted with potential adopters. The groups will be conducted in geographically dispersed markets.
    - (2) Influentials within the horse industry: Influentials within the horse industry are relatively few in number and geographically dispersed, therefore we recommend that in-depth telephone interviews be conducted with 15-20 executives representing a mix of breeders, academicians, performance activity executives, trainers, etc.

- If creative materials must be viewed by influentials before in-depth telephone interviews are conducted with them, packets containing the materials will be mailed to respondents.
- (3) Policymakers with direct policy, regulatory or appropriations influence over the WH&B program: We recommend that in-depth telephone interviews be conducted with 10-15 policymakers in order to determine whether prospective messages, names or logos are negatively received by this audience.
- We propose interviews with policymakers as a "disaster check" of messages and creative materials. We will not address awareness and perception issues with this audience, nor do we propose subsequent quantitative measurement with this group.

- ***Quantitative Research*:** We recommend that the information obtained in the qualitative phase concerning messages and potential program names be quantified using telephone surveys. We will also quantify awareness and perceptions of the wild horse.
    - (1) Past and potential adopters: We recommend that ten-minute telephone interviews be conducted with 250 past adopters and 250 potential adopters (as defined in the qualitative research phase of this research plan).
    - (2) Influentials within the horse industry: We recommend that 50 ten-minute telephone interviews be conducted with horse industry influentials (some quantitative awareness and perception ratings were already gathered from this audience by Fleishman-Hillard Research).

This phase of quantitative research will represent a benchmark of awareness and perceptions among target audiences. We will obtain quantitative ratings of messages and potential program names with the benchmark surveys. We will gather quantitative data concerning awareness and perceptions of wild horses.

Subsequent tracking surveys will be conducted with past and potential adopters and horse industry influentials at 12-month intervals in order to measure changes and to gain insights for specific refinements. We will be able to test awareness of messages and the program after the new marketing initiative has been put into place. We will continue to gather quantitative data concerning awareness and perceptions of wild horses to track changes over time.

VI. POTENTIAL PARTNERS

The opportunities for programs that embrace partnership participation are vast, although we recognize that in the past it has not always easy to develop these relationships. To address this, we have explored some specific opportunities with key organizations that already have a predisposition to horses and/or the WH&B program. Partnerships with these organizations, which are listed below, represent the first and best options to extend visibility and leverage the value of programs proposed in this plan. We recommend exploring more commercially driven partners in later years of the plan. Quite often, potential partners want a specific and official proposal before committing a level of resources. While we were not in a position to offer specifics, we were able to discuss general direction and predisposition with several officials of national organizations that should prove quite valuable when moved to the official proposal stage.

1. Farnam Companies

Founded in 1946, Farnam Companies is a privately held company and a leader in the animal health products industry. Their line of equine health care products is unsurpassed in the industry with most of their brands a household name among horse owners.

Farnam would be willing to consider a variety of opportunities and we see some significant value in their participation in specific areas including:

- Promoting the national adoption schedule and education materials in the company catalog
- Underwriting a "care and feeding" brochure that outlines the basics of equine nutrition, healthcare, first aid and guidelines for seeking professional services
- Providing a "care and feeding" kit to all new adopters with samples of health care products
- Distributing education materials at all Farnam trade show exhibits and assisting in a professional outreach campaign that reaches veterinarians, farriers and trainers

2. American Endurance Ride Conference

This national organization was founded in 1972 as a governing and record keeping body for the sport of long distance horse riding. Headquartered in Auburn, California, it is an outstanding network of communication in the endurance field, publishing a popular monthly magazine, *Endurance News*.

The executive director has expressed tremendous interest in hosting educational programs and assisting in further communications efforts on behalf o the Wild Horse & Burro adoption program. During their annual meeting in March, the organization will consider having spokespeople for the BLM on the agenda to speak about various aspects of wild horse ownership. This could include a veterinarian, trainer or high visibility competitor/wild horse owner – all speaking about the challenges and virtues of the wild horse breed and ultimately recommending the path for adoption.

In addition to this national exposure, the BLM has been invited to submit articles to the *Endurance News* regarding wild horse training and competing. Additionally, *Endurance News* would be a valuable and efficient forum for print advertising.

3. Future Farmers of America

This highly respected organization encourages students from high school through college to be leaders in the agricultural community. The organization reaches high school and college students in every state. Its mission and activities could easily include the promotion of BLM program awareness and participation at various levels. The organization has already expressed interest in promoting a poster contest within the 30th anniversary opportunity. Other partnership activities can include distribution of information through the national publication, utilization of an educational outreach unit and promotional support by students for adoption outreach.

4. North American Trail Ride Conference

The North American Trail Ride Conference (NATRC) is one of a number of competitive trail ride organizations in the United Sates. The purpose of the organization and the burgeoning interest in the sport match will with the mustang's capabilities. NATRC-sanctioned rides are scheduled throughout the country and the national board meeting and convention is held this February in Pamona, CA. The NATRC could present a great partnership opportunity for outreach during the convention and for participation in the ride schedule. The audience that attends these rides and avails themselves of literature about the competitive trail riding is the perfect audience for mustang adoption promotion.

5. The United States Combined Training Association

This organization serves more than 12,000 members with the objective to make eventing safe, fun, far and affordable. It is dedicated to educating trainers, riders, officials and the media and to generate volunteers to support its activities. It's premiere national show takes place every year at the Kentucky Horse Park in Lexington every April and has been sponsored in the past by Rolex. Unconfirmed rumors indicate that Rolex might be eliminating its sponsorship arrangement, which could open new opportunities and breath new life into the activities. While there is not commitment with this organization, officials would enthusiastically consider opportunities in the future.

Other organizations we have been in contact with that have expressed interest and would like to pursue opportunities in the future include:

National Reining Horse Association
Dan Wall, Executive Director
405-946-7400
10,000 members
To promote and encourage development of and public interest in agriculture and ranching through the promotion of public Reining Horse Shows; the development of suitable and proper standards of performance and judging, with the goal "to encourage the development and

breeding of better Reining Horses; and to develop and disseminate informational material deemed desirable to provide contestants and spectators a better understanding of a proper performance of the Reining Horse in the show arena." National events include the NRHA Derby in May and the NRHA Futurity in November/December – both in Oklahoma City.

National Rein & Cow Horse Association
Scott Clark
559-992-9396
3,000 members
To promote the history of Rein/Cow horse work through recognition at the futurity. Annual Snaffle Bit Futurity is held in Reno in Mid September.

National Barrel Horse Association
Ellen Radford
706-722-7223
20,000 members
To promote safe barrel racing through local chapters with top point winners competing in the world show held in October/November in Atlanta, GA.

United States Team Penning Association
Mark Toby, President
940-322-4252
Membership not available
To promote the sport of team penning through various program including national finals. National Finals October/November in Amarillo, TX.

California Gymkhana Association
Sharliea Moore, Executive Director
916-991-4490
4,500 members
Hosts events and promotes the sport of Gymkhana. This organization is the largest in the country. Annual competition in August held in Hollister, CA attracts approximately 2,000 people.

International Equestrian Drill Team Alliance
Leslie L. Fierstat, Executive Director
561-333-8509
Membership unavailable
Advocates and promotes the sport and professionalism of drill and flag teams by enhancing these high quality teams with membership, certification, competition and performance endorsement as well as professional instruction in maneuvers, drills, figures and patterns. The organization is the communications link for drill teams spanning the U.S. and provides a newsletter. Although it holds no national annual event, the alliance is willing to help connect with their local organizations and distribute education and promotional materials.

United States Dressage Federation
Sara Jan Martin
402-434-8550
36,000 members
To promote the sport of dressage, the federation sponsors and hosts events throughout the year. USDF national convention runs in November/December in Cincinnati.

VII. CRISIS PREPAREDNESS

As with many other government programs that involve intervention and expenditures, BLM's wild horse adoption program is criticized from both sides of the spectrum. One side says the program shouldn't exist at all. The other side says the program should exist but isn't working as well as it should. There are too few adoptions. Too many adoptees end up in the abattoir. Too many adopters have no business owning a wild horse. Too many good tax dollars are chasing bad tax dollars. The points of criticism are many.

In order to be ready to counter criticism swiftly, and keep the public discussion about wild horses and burros and land management on an accurate and balanced level in a timely basis with today's 24/7 media machinery, Fleishman Hillard strongly recommends building in a crisis management system as part of the six-year marketing program.

Crisis management is a distinct communications discipline, different from day-to-day public relations and marketing communications, and with its own rules. It distinguishes between problems – those annoying happenings that make a program challenging to manage – and a true crisis, which is a situation that actually threatens the success or even the existence of a program if it is not dealt with effectively.

The essential element of an effective crisis management program is speed; the more quickly it is possible to engage with a serious threat, the less likely it is to get out of control, and the more likely it is that the managers of the program can bring the threat under control.

The essential steps to developing an effective crisis preparedness plan are:

Identify threats that could endanger the program. Analyze the sources, content, messages, and messengers that comprise each threat. Identify the audiences the architects of each threat will target, such as Congress, Department of Interior, the media, or a combination of them.

Develop messages and identify activities that counter the threat. Because the threats are so varied, each will require its own set of countering messages and implementing activities, which should be defined, drafted, or otherwise prepared in advance, so that BLM's top managers can approve the "standby" materials well in advance of any crisis. Activities could involve supportive constituencies.

Establish a crisis communications team to deal with the threat. The team should contain an individual who can deal with each of the audiences impacted by the particular crisis. These audiences include the media, certain segments of the public, congressional committees of jurisdiction and other interested elected officials, and the DOI audience, itself. Rapid outreach to each audience is critical to maintaining support and understanding of the program.

Train the team. Program managers must be certain that the members of their crisis communications team are equipped to execute their responsibilities. Training, particularly media training, is built around the program's core messages for the particular threat. The team should be put through rehearsal drills to learn roles and identify weak points in structure and function.

In sum, we feel it is critical to the success of this marketing plan, and the WH&B program in general, for BLM to prepare a crisis management plan. There is a large potential for criticism of the WH&B program to threaten the success or existence of the program if it is not dealt with effectively. By putting a crisis management system in place, BLM will be ready to counter criticism quickly and ensure news coverage about the program is balanced.

As a next step, we recommend BLM develop a crisis communications plan on a parallel track with the development and implementation of programs described in this marketing plan. Ideally, it would be best if BLM worked collaboratively with an outside consultant to prepare a crisis plan. It is critical to the success of the crisis plan that BLM to work side by side with its contractor to identify threats, develop messages and activities to counter threats, and identify a crisis team.

APPENDIX I – SUMMARY TIMELINE OF ACTIVITIES

Fiscal Year Starting October (Quarters begin: October, January, April, June)

	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J
Plan delivery		■																						
Integration of central schedule				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Integration of adoption format						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Inventory & development of materials		■	■	■																				
Introduction of materials (in conjunction w/ brand package)					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Training PA/WH&B Specialists		■								■								■						
Advertising Local			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Advertising National					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Introduction of volunteer system					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Introduction of mentor program					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Introduction of service-provider network						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Launch speaker's bureau							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Endurance ride bonus								■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Competitive trail ride bonus												■	■	■	■	■	■	■	■	■	■	■	■	■
Western pleasure bonus															■	■	■	■	■	■	■	■	■	■
Vocational development					■	■	■	■																
Vocational implementation									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
K-12 development					■	■	■	■																
K-12 implementation									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J
Mobile tour sponsorship and development			■	■	■	■	■	■	■	■														
Mobile tour introduction										■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Brand package research		■	■	■	■																			
Brand package implementation					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
WH&B Club development		■	■	■																				
WH&B Club implementation					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
National magazine feasibility				■	■	■																		
National magazine									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
WH&B Chapter Rides									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Charity Rides													■	■	■	■	■	■	■	■	■	■	■	■
30th Anniv. poster contest		■	■	■	■																			
30th Anniv. media outreach activities		■	■	■	■	■																		
News & information bureau			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Website refresher		■	■	■																				
Website maintenance and update					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
On line newsletter							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
On line outreach and partnerships								■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Renewed on line adoptions						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Toll free # vendor and training					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Internship program					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Virtual Adoptions									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Retail Partnership development					■	■	■	■																
Retail partnership implementation									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J	O	J	A	J
National media partnership development			■	■	■	■	■	■																
Media partnership programs									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
WH&B Registry					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Public affairs			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Research & Measurement				■				■				■				■				■			■	■
Potential partner development			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Crisis Communications				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Yearly Quarters beginning: October, January, April, July

APPENDIX II - BUDGET

The budget ranges provided in the following matrix are broadly designed to provide guidance in estimating cost effectiveness and generating priorities. The internal BLM resources to execute the recommended programs include the three-person National Marketing Team and the existing crew of PAS and wild horse specialists. We have noted areas of the plan that we recommend be executed in-house and those where an outside consultant should perform the work. We have also provided budget estimates for out-of-pocket or hard costs associated with the production and delivery of programs. The budget estimates for agency/consultant fees were calculated using a discounted GSA rate. Again, we must stress that these estimates are broad ranges. Once the marketing team is in place and program elements are approved for implementation, specific budgets can be developed based on actual scenarios and plans.

Year One Program Element	**Annual Resources**	
	Agency/ Consultants	**OOP Budget**
Internal Training Program	$10,500 - $24,500	$10,000 - $15,000
Adoption enhancements – Oral competitive bid, transportation, 90-day promotional schedule, training demonstrations, vendor fairs, premium venue rental	In-house	$750,000 - $1,250,000
Materials production including brochures, posters	$10,000 - $24,500	TBD based on inventory review
Advertising support – local for 116 individual adoptions (production and media buys)	In-house	$175,000 - $290,000
Audio News Release package	In-house	$75,000
Direct mail program in support of 116 adoption events, referral program development, production and distribution	$26,250 - $35,000	$200,000 - $500,000
Training voucher program	In-house	In-house
Mobile mustang education tour – partnership development	$17,500 - $24,500	TBD – Paid by partners
Brand package development and research	$35,000 - $87,500	$25,000 - $75,000
National WH&B Club	$35,000 - $70,000	In-house
National magazine feasibility	$17,500 - $31,500	In-house
30th Anniversary poster contest	$10,500 - $17,500	$7,500 - $15,000
30th Anniversary media outreach activities	$24,500 - $31,500	$5,000 - $10,000
News & information bureau	$56,000 - $87,500	$10,000 - $25,000
Web site development	$24,500 -	In-house

	$35,000	
Web site maintenance and update	$8,400 - $16,800	In-house
On line newsletter	In-house	In-house
On line outreach and partnerships	In-house	In-house
National Media Partner – negotiations and program plan	$35,000 – $66,500	$10,000 - $20,000
Public affairs	$24,500 - $35,000	In-house
Research & measurement	$35,000 - $70,000	$50,000 - $100,000
Potential partner development	$24,500 - $45,500	In house
Crisis communications	$52,500 - $70,000	$7,500 - $20,000

Years Two-Six Program Element	**Annual Resources**	
	Agency/ Consultants	**OOP Budget**
National advertising – quarterly (3 publications) planning, production and media buys	$7,000 - $8,750	$100,000 - $60,000
Volunteer, mentor and service provider networking	In-house	In-house
Speaker's bureau – research, agreements, scheduling, presentation support, stipend and expenses	$24,500 - $35,000	$15,000 - $30,000
Influencer – performance bonus program, identification, negotiation, execution and publicity follow up	$17,500 - $28,000	$5,000 - $15,000
Vocational Education Outreach – research, development, production, implementation	$70,000 - $105,000	$30,000 - $150,000
K-12 education kit – research, development, production, implementation and follow up	$45,500 - $70,000	$50,000 - $175,000
WH&B Club Rides	In-house	In-house
Charity Rides	$14,000 - $24,500	In-house
On line adoptions	$16,800 - $25,200	In-house
Toll free # through vendor including training	$5,250 - $7,000	$60,000 - $90,000
Internship program	In-house	N/A
Adoption challenged – virtual adoption program	$24,500 - $35,000	In-house
Retail partnership program – development of partners and program	$52,500 - $70,000	$10,000 - $20,000
National Media Partner programs including PSA and documentary outreach	$87,500 - $105,000	TBD on production and partners
Visitor's Center	In- house	In-house

APPENDIX III - INTERVIEWS WITH HORSE INDUSTRY EXPERTS - DETAILED FINDINGS

DETAILED FINDINGS

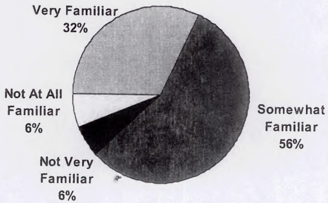
1. AWARENESS OF THE BUREAU OF LAND MANAGEMENT'S WILD HORSE AND BURRO PROGRAM

The vast majority (88%) of horse industry experts are "very" or "somewhat" familiar with the Bureau of Land Management's Wild Horse and Burro program.

One-third (32%) of respondents consider themselves "very" familiar with the program, and 56% feel they are "somewhat" familiar with it (see Exhibit 1). Fewer (12%) indicate they are "not very" or "not at all" familiar with the Wild Horse and Burro (WHB) Adoption Program.

Exhibit 1

Question 1: *Please tell me whether you are very, somewhat, not very, or not at all familiar with the BLM's Wild Horse and Burro Program? (n=50)*

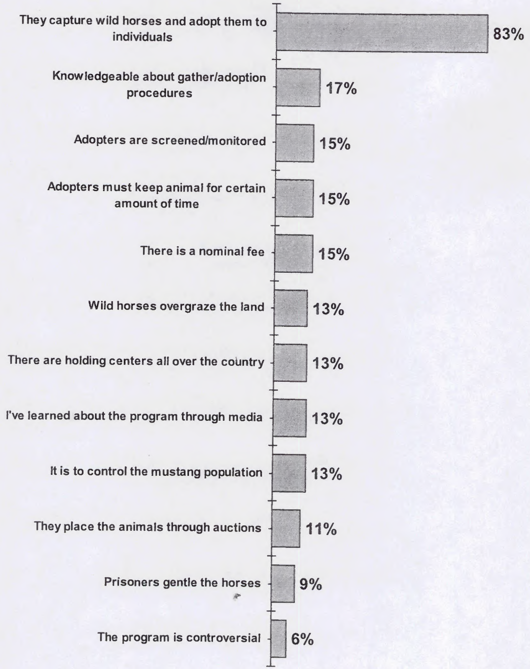


Horse industry leaders familiar ("very," "somewhat," or "not very") with the Wild Horse and Burro (WHB) Adoption Program are also knowledgeable about it, specifically citing that the program concerns capturing and adopting the animals out to individuals (see Exhibit 2). Asked in an open-ended question to state exactly what they know of the program, 83% mention the BLM catches and cares for the animals until they adopt them out. Fewer volunteer they know:

- Specifics concerning wild horse and burro round-up and adoption procedures (17%)
- Potential adopters are screened/adopters are monitored (15%)
- Adopters must keep the animals for a certain amount of time (15%)
- There is a small fee for adopting the animals (15%)
- Wild horses overgraze the land (13%)
- The program has holding centers all around the country (13%)
- About the program from the media (13%)
- The program is meant to control the mustang population (13%)
- The animals are offered to adopters through auctions (11%)
- The horses are gentled by prisoners (9%)
- The program is controversial (6%)

Exhibit 2

Question 2a: (respondents who are familiar with the BLM's WHB Adoption Program): *What, exactly, do you know about the BLM's Wild Horse and Burro Program? (n=47)*



Specific comments horse industry experts make concerning their knowledge of the Bureau of Land Management's Wild Horse and Burro Program include:

> *I know they round up horses and burros and set them up for auctions. For a nominal fee an individual can adopt a horse/burro, and they sign something saying the animal won't be killed. The animals can be shipped to anywhere in the country. I have viewed the horses in holding pens, but I haven't witnessed an actual auction. (Education Organization)*
>
> *The BLM has a calendar of adoptions and a follow-up program. During round-ups, they determine which animals will go up for adoption. There is an adoption application and approval process, and certain limitations to adopt. (State Horse Council)*
>
> *It's a way to place wild horses with individual adopters rather than kill them. It helps remove the animals so they aren't competing with existing wildlife. I know the methods for rounding up the horses has improved. (State Horse Council)*
>
> *I know they offer periodic auctions throughout the year. People bid on animals and have to apply to do so. The BLM advertises a lot. I've heard about success stories – horses that have gone on to be trail horses, etc. (State Horse Specialist)*
>
> *The program has been around for a long time and has had questionable success. Wild horses and burros are not useful to the extent they are promoted to be. As a pet the horses are fine, but not as a functional horse. (Other Organization)*

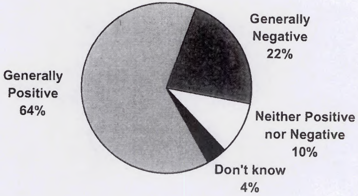
2. PERCEPTIONS OF THE BUREAU OF LAND MANAGEMENT'S WILD HORSE AND BURRO PROGRAM

Nearly two-thirds (64%) of horse industry experts indicate they hold generally positive perceptions of the BLM's Wild Horse and Burro Program.

Respondents were asked whether, based on their previous knowledge or the explanation provided during the interview,[1] whether they have a generally positive or generally negative perception of the BLM's Wild Horse and Burro Program (see Exhibit 3). Although a majority of respondents state they have a generally positive perception of the program, more than one in five (22%) indicate they have a generally negative perception of the program, and 10% volunteer they hold neither a positive nor a negative perception of the program.

Exhibit 3

Question 12: *Based on your previous knowledge or the explanation I've provided during this interview, do you have a generally positive or generally negative perception of the BLM's Wild Horse and Adoption Program? (n=50)*



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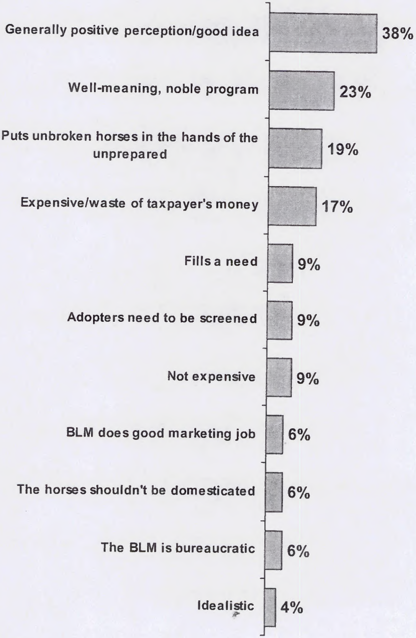
[1] In order to educate respondents unfamiliar of the BLM's Wild Horse and Burro Program (6% of respondents), all respondents were read the following statement during the course of the interview: "The Bureau of Land Management oversees a wild horse and burro program. In order to keep wild horse and burro populations at levels the environment can reasonably support, the Bureau of Land Management periodically removes animals from the range and places them up for adoption."

Respondents familiar with the program ("very," "somewhat," or "not very") were asked in an open-ended question to state their general perceptions about the program. Nearly two in five (38%) volunteer they have positive perceptions of the program and they feel it is a good idea, and 23% mention they feel the BLM is well-meaning and acting for the right reasons (see Exhibit 4). Other comments include:

- The program puts unbroken horses into the hands of adopters who are unprepared/untrained to deal with them effectively (19%)
- The program is expensive/a waste of taxpayer's money (17%)
- The program fills a variety of needs, i.e., it removes horses from overgrazed land, provides horses to people at an affordable price, and provides the animals with a home (9%)
- Adopters need to be screened (9%)
- It is an inexpensive way to purchase a horse (9%)
- The BLM does a good job of marketing the program (6%)
- The wild horses shouldn't be domesticated (6%)
- The BLM is bureaucratic (6%)
- The program attracts idealistic people/it's emotion-based (4%)

Exhibit 4

Question 2b: (respondents who are familiar with the BLM's WH&B Adoption Program)
What are your general perceptions of the BLM's Wild Horse and Burro Program? (n=47)



Specific comments horse industry experts make concerning their perceptions of the Bureau of Land Management's Wild Horse and Burro Program include:

> *It makes people aware of the situation with the wild horses and burros and it attracts idealistic people. (Education Organization)*
>
> *It's a very good program and they do a good job of marketing it. The BLM advertises online and in horse magazines. I've met a lot of the people in the program and they are very dedicated. (State Horse Specialist)*
>
> *I feel it is a positive program. They help the wild horses by getting the herds food and putting some of them up for adoption. It saves the lives of the horses, for it is very tough for them to survive year-round in the wild. (Education Organization)*
>
> *My perception is pretty good. The BLM doesn't get everything right, but they have the best interests of the horses and the land at heart. (Trainer/Breeder)*
>
> *In general, I think it is a waste of taxpayer's money. I believe it could be run more economically. A lot of horses they spend money on are not worth domesticating due to age or quality. (Trainer/Breeder)*
>
> *I think the program has value, but I'm concerned about the amount of money being spent on this program, instead of needed research on all the wild horses populations, in general. (State Horse Specialist)*
>
> *It's well-meaning, but it puts unbroken horses into the hands of people totally unprepared to deal with them. (State Horse Council)*
>
> *The program exists for the right reasons, but the people adopting are not trainers and they are getting in over their heads. The people adopting the horses need to be screened. (Trainer/Breeder)*
>
> *The animals should be left alone. They are wild animals, not domesticated horses. They are not the kind of horses that should be around people without the proper training to work with them. It's good to save their lives, but I don't believe they should be domesticated. If they are hurt or starving, they should be moved, but not domesticated. (Trainer/Breeder)*

3. PERCEPTIONS OF WILD HORSES

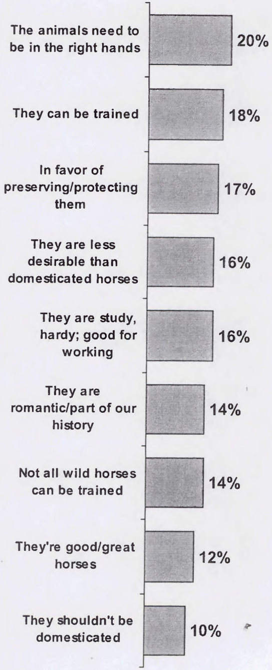
Asked to describe their general perceptions of wild horses, one in five (20%) horse industry experts mention they need to be in the right hands, that is, with individuals knowledgeable about working with wild horses.

Respondents were asked, with an open-ended question, to provide their general perception of wild horses, also known as mustangs (see Exhibit 5). Besides volunteering they don't feel wild horses aren't necessarily for novice horse owners (mentioned by 20% of respondents), horse industry leaders also mention:

- Wild horses can be trained (18%)
- They are in favor of preserving/protecting them (17%)
- Wild horses are less desirable than domesticated horses (16%)
- They are sturdy and good for working (16%)
- They are symbols of American heritage/romantic (14%)
- Not all wild horses can be trained (14%)
- They're good/great horses (12%)
- They shouldn't be domesticated (10%)

Exhibit 5

Question 3: *What is your general perception of wild horses, also known as mustangs? (n=50)*



Sample verbatim comments regarding how horse industry leaders perceive wild horses include:

> *I think they're excellent horses, but they're not for everyone. If someone's looking for a good working horse, it's a great idea. I own three of them. They're hard-working and have a lot of personality. (State Horse Council)*
>
> *They're highly intelligent and good horses in the right hands. They just need to be with the right people. (Trainer/Breeder)*
>
> *They are durable animals. They are good pets and show animals, as long as professionals are handling them. (State Horse Specialist)*
>
> *They are usually pretty runty. The ones I've played with – once they get gentle, they're really gentle. (Trainer/Breeder)*
>
> *They are as American as apple pie. They are an American tradition. I can't say they're all beautiful, but they are beautiful because they're wild. They're part of America's heritage like national parks and forests. (Other Organization)*
>
> *They have very little value. There is no monetary value to trainers. Mustangs should be left alone in the wild. They are expensive to train and could be dangerous if not properly trained. (Other Organization)*
>
> *The majority of them are inferior animals. Do-gooders believe all wild horses should be saved. They have lost common sense as to how to handle wildlife. (Trainer/Breeder)*

More than half (56%) of horse industry leaders call their perceptions of wild horses as adopted animals generally positive.

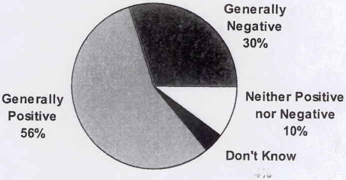
Respondents were asked whether, based on their previous knowledge or the explanation provided during the interview, whether they have a generally positive or generally negative perception of wild horses as adopted animals (see Exhibit 6). While most have generally positive perceptions, three in ten (30%) have generally negative perceptions, and 10% volunteer they hold neither positive nor negative perceptions of wild horses as adopted animals.

Subgroup Differences

Women are more likely than men to have generally positive perceptions of wild mustangs as adopted animals (70%, compared with 44% of men), while men are more likely to have generally negative perceptions of them (48%, compared with 9% of women).

Exhibit 6

Question 13: *Based on your previous knowledge or the explanation I've provided during this interview, do you have a generally positive or generally negative perception of wild mustangs as adopted animals? (n=50)*



Among horse industry leaders who indicate they have positive or neutral perceptions of wild mustangs as adopted animals, one in five (20%) feels John Lyons would make a good spokesperson for the Wild Horse and Burro Program.

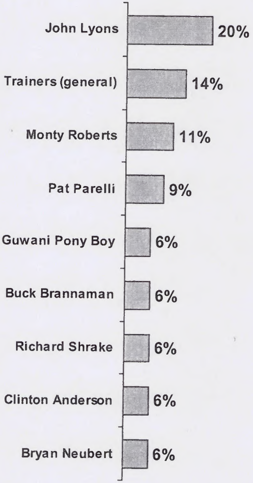
Respondents who hold generally positive or neutral perceptions of wild horses as adopted animals were queried whether there is a well-respected individual within the horse industry who they feel would make a good spokesperson for the Wild Horse and Burro Program and who they feel could help find more adopters for the animals. After John Lyons, respondents also volunteer (see Exhibit 7):

- Monty Roberts (11%)
- Pat Parelli (9%)
- Guwani Pony Boy (6%)
- Buck Brannaman (6%)
- Richard Shrake (6%)
- Clinton Anderson (6%)
- Bryan Neubert (6%)

Fourteen percent of respondents volunteer that trainers, in general, would make good spokespersons for the program.

Exhibit 7

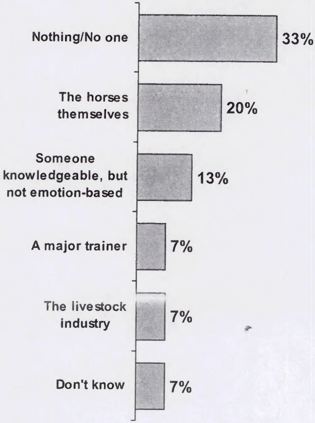
Question 14 (respondents with generally positive or neutral perceptions of wild horses as adopted animals): *In your opinion, is there a well-respected individual within the horse industry you feel would make a good spokesperson for the Wild Horse and Burro Program – someone you feel could help the BLM find more adopters for the animals?* *(n=35)*



Respondents who express they have generally negative perceptions of wild horses as adopted animals (n=15) were asked to name whether there is something or someone who would convince them that the mustang is underrated and deserves another look as an adopted animal. While one-third of these horse industry experts comment there is no one that could convince them, one in five (20%) feel the horses themselves could convince them the mustang is underrated and deserves another look as an adopted animal (see Exhibit 8). An additional 13% of respondents feel a horse industry leader who is knowledgeable and presents non-emotion-based arguments could influence their opinions.

Exhibit 8

Question 15 (respondents with generally negative perceptions of wild horses as adopted animals): *What or who would convince you that the mustang is underrated and deserves another look as an adopted animal? (n=15)*



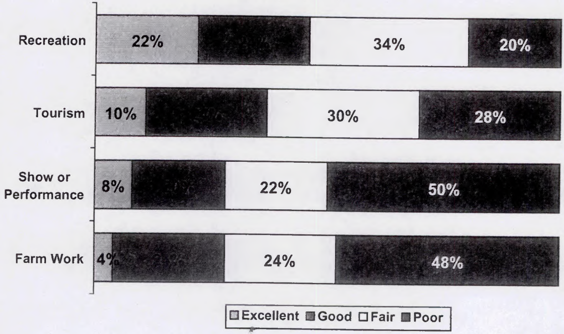
4. POTENTIAL MARKETS FOR WILD HORSES

Nearly half (46%) of horse industry experts consider recreation an "excellent" or "good" market for wild horses.

While most horse industry leaders consider recreation, tourism, show, and farm work "fair" or "poor" markets for wild horses, many were supportive of the appropriateness of wild horses for these uses. In addition to the many (46%) who feel recreation is an "excellent" or "good" market for wild horses, one-third (34%) feel tourism is an "excellent" or "good" market for wild horses, and 28% consider the show and farm work markets equally as good (see Exhibit 9).

Exhibit 9

Question 4: *Please consider markets for adopted wild horses, or mustangs. In your opinion, would each of the following be an excellent, good, fair, or poor market for mustangs? (n=50)*



SUBGROUP DIFFERENCES

Overall, women are more likely than men to feel recreation, show or performance, and farm work are "excellent" or "good" markets for mustangs.

- Recreation (70% of female respondents consider recreation an "excellent" or "good" market for mustangs, compared with 26% of male respondents)
- Show or performance (39% and 19%, respectively)
- Farm work (48% and 11%, respectively)

The Recreation Market

Among horse industry leaders who feel recreation is an "excellent" or "good" market for wild horses, all think training will make mustangs more appealing to recreation adopters.

More than four in five also feel castration (96%) and conformation (83%) will make mustangs more appealing to recreation adopters (see Exhibit 10).

Exhibit 10

Question 5 (FOR EACH MARKET RATED AS "EXCELLENT" OR "GOOD"): *In your opinion, what do you think will make mustangs more appealing to adopters within the _____ market?*

	Recreation (n=23)	Tourism (n=17)	Show or Performance (n=14)	Farm Work (n=14)
Training	**100%**	**77%**	**93%**	**100%**
Castration	**96%**	**82%**	64%	**79%**
Conformation	**83%**	47%	**93%**	**86%**
Size	57%	47%	**79%**	64%
Sex	57%	29%	43%	29%
Markings	39%	59%	64%	7%

Reasons respondents offer concerning why these features are likely to make mustangs more appealing to recreation adopters include:

Training

> *That the horse is trained is important for beginning riders.*
>
> *The horse should be trained if it is going to be used by an adopter without a great deal of experience.*
>
> *People will want to trail ride and the horse will need to be quiet and well-handled.*
>
> *People riding for recreation are not knowledgeable riders.*

Castration

> *Stallions can be dangerous. They can fight. It takes special facilities to house stallions. A lot of barns won't keep one. The average person would not have a clue what to do with a stallion and get hurt.*
>
> *Gelded horses are easier and safer to handle.*

Conformation

> *Recreation users are interested in aesthetics.*
>
> *People like well-built horses.*
>
> *People tend to look for a horse with conformation and mustangs lack it.*

The Tourism Market

Castration and training top the qualities that will make mustangs more appealing to tourism adopters.

Among horse industry leaders who feel tourism is an "excellent" or "good" market for wild horses, more than three-fourths think castration (82%) and training (77%) will make mustangs more appealing to tourism adopters (see Exhibit 10).

Reasons respondents offer concerning why castration and training are likely to make mustangs more appealing to tourism adopters include:

Castration

> *Then you wouldn't have to worry about stallion behavior.*
>
> *It makes the animal more docile.*
>
> *A gelded horse is more predictable and easier to handle.*

Training

> *They'd be safer. They'd learn to respect man, not just fear man.*
>
> *A lot of people stay away from mustangs because of their wildness. Training would help tourists see how the horses can be handled. It's going to make a better impression on the people if they're trained.*

The Show or Performance Market

Horse industry experts consider training and conformation important to make mustangs more appealing to show or performance adopters.

Among horse industry leaders who feel show or performance is an "excellent" or "good" market for wild horses, more than nine in ten think training (93%) and conformation (93%) will make mustangs more appealing to show or performance adopters (see Exhibit 10).

Reasons respondents volunteer concerning why these aspects are likely make to mustangs more appealing to show or performance adopters include:

Training

> *Most show horses need an extensive amount of training to handle the pressure of the shows.*
>
> *People don't want to spend their time training. If the horses are trained, they are more appealing.*
>
> *A couple of associations have a wild mustang class, and some of those work well. But they need to be trained well for shows.*

Conformation

> *Conformation is especially important in show and performance – more so than in other uses.*
>
> *If the horse doesn't look good, it's not going to be able to hold up in the arena. The legs have to be straight.*
>
> *It's part of show judging. A horse that is put together will do better.*

The Farm Work Market

All horse industry leaders who consider farm work an "excellent" or "good" market for mustangs feel training would make the horses more appealing to farm work adopters.

After training, many supportive respondents also feel conformation (86%) and castration (79%) would help the mustang's appeal among farm work adopters (see Exhibit 10).

Reasons respondents mention concerning why training, conformation, and castration are likely to make mustangs more appealing to the farm work market include:

Training

> *Adopters would have to put in less time before they could use the horse for farm purposes.*
>
> *They need to be at least halter broken for farm work.*
>
> *Farmers look at how much work they're going to get out of a horse. If mustangs are well handled, a farmer will be less intimidated.*

Conformation

> *A farm person will look at the longevity of his/her investment. A solidly-built animal will not break down easily.*
>
> *If their conformation isn't good, they probably won't hold up to work.*

Castration

> *Being gelded will help the animal concentrate on work.*

Wild Horses as a Business Interest for Trainers

Overall, horse industry leaders have mixed opinions concerning whether there is a market for trainers to train and resell mustangs for business gain.

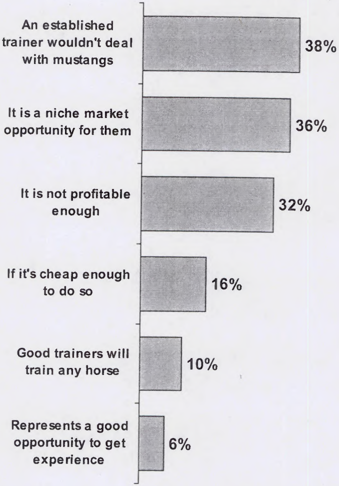
Respondents were asked, in an open-ended question, whether they feel there is a market for training and reselling mustangs and specifically, whether trainers should be interested in this activity for business reasons. Overall, more than half (56%) of horse industry leaders express positive comments about this niche market activity, and one-third (36%) express negative comments about it.

Specific, and sometimes conflicting, thoughts respondents express on the issue include (see Exhibit 11):

- An established trainer wouldn't deal with mustangs (38%)
- Mustangs represent a niche market opportunity for trainers (36%)
- It is not profitable enough (32%)
- If it's cheap enough to do so, trainers will (16%)
- Good trainers will train any horse (10%)
- Mustangs represent a good opportunity to get training experience (6%)

Exhibit 11

Question 11: *In your opinion, is there a market for training and reselling mustangs? Specifically, would this be something trainers should be interested in for business reasons? (n=50)*



Specific positive comments horse industry experts volunteer concerning whether training and reselling mustangs represents a viable business opportunity for trainers include:

> *I think there would be. So many people are interested in the bottom line. If it's cheaper and they're trained, there would be an interest there. The horse market is really tough. It would depend on the trainer, and how much time they could put into it. (Education Organization)*
>
> *Yes, the horse market is flourishing and the mustang is now being recognized. It takes advertising and to be seen by the market as well as used by the market. A good trainer isn't going to turn away a horse because of its breed. (State Horse Council)*
>
> *Probably not the big name trainers -- they're in it for the show and money. There are people out there who want horses and they don't have a lot of money for an expensive horse. That they could adopt a mustang and train it then it would suit them better, pricewise. Whether trainers should be interested for the business market – it depends on the trainer market. If they feel they could train these horses and if they know people who would want those horses. (Equestrian Periodical)*
>
> *If the price is right. If you can train and sell a mustang at a reasonable price, there is always a market. Most trainers are discipline or breed specific. A known trainer would lose money this way, but someone who didn't have a niche could make this their niche. (State Horse Council)*
>
> *Sure, just like any horse. Just like a market for a quarter horse, Arab, or any other horse. Any trainer who trains a horse and gets paid for it would be interested in mustangs for business reasons. (Other Organization)*
>
> *There is a market for training mustangs because many people don't want to deal with wild horses. Many adopters don't know what they're getting into. They need to be trained before adoption. Most trainers only train previously adopted animals. There is a market for trainers to train previously adopted animals. (State Horse Council)*
>
> *There is a market for resale on any animal. A dressage trainer would have no use for mustangs but a cutting horse trainer would be perfect. (State Horse Specialist)*
>
> *Yes, because there is a popular perception that people are helping the mustangs by adopting them and because there is a market for them. I have dealt with clients that want to get into horses, but also want to be involved in a worthy cause like this. (Trainer/Breeder)*

Negative comments horse industry experts provide concerning whether training and reselling mustangs represents a viable business opportunity for trainers include:

> *No, because mustangs are not worth the money. A commercial trainer or a professional trainer would have to put into them to resell. The amount of money an owner has to pay to have the mustang trained is more than what they can buy a trained horse for. There is no room for profit when buying and selling mustangs. I have seen in reining, show horse and cutting, mustangs do not meet the standards needed to excel in those events. This is all a general observation, and I know there are exceptions. (Trainer/Breeder)*
>
> *There's a market for training and reselling good horses whether they are mustangs or not. I'm intrigued, and they might be a good, opportunity for a good young trainer that couldn't afford a full breed. Trainers would be interested for business reasons very marginally. To sell a horse they have to be very well-trained and 60%-70% of people are going to be looking for breeding options after they are done showing the horse. No one is going to breed mustangs. (Trainer/Breeder)*
>
> *In a niche market, for people who want the romantic idea of the Western market. In the normal market, there wouldn't be a spot for them. I can't see them threatening the established breeds and show organizations. Taking memberships away from the established breeding organizations. I can't see it with someone who is established with certain breeds branching into the mustangs. They probably have a full plate and each breed is specialized and people just don't switch over. (Education Organization)*
>
> *There is not under the current structure. Trainers do not see this as being very cost effective. There are not enough things to do with mustangs that justify all the costs that come with the training needed. (State Horse Specialist)*
>
> *No, I feel they should be left in the wild. These animals are unpredictable, inbred, and can be dangerous to people without the proper training. (Trainer/Breeder)*
>
> *No, I charge $500 a month. I could train for three months. At the price of hay, you can't make money feeding those horses. Lose every time. Contact people that have done it. Nice as a tourist attraction, but don't break them. Check on them, but still leave them in the wild. (Trainer/Breeder)*

I don't feel there is a market. It is not a lucrative venture for trainers. Good trainers could make more money selling and training show horses that have been domesticated from birth. Training wild horses is just too expensive, it's not worth it. (Equestrian Periodicals)

No. Why would a trainer spend all that money to train a mustang when a person can buy a registered horse with a genetic background that is known. There is a price difference, but after all the training, you will never get your time and money back selling a mustang. Any good trainer would not touch a mustang. Wild horses just don't have any monetary worth, that is why they should be left in the wild. (Other Organizations)

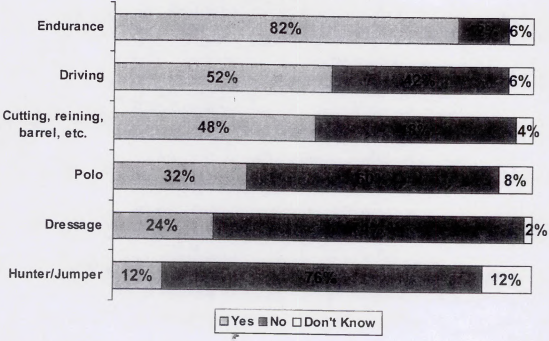
5. POTENTIAL PERFORMANCE ACTIVITIES FOR WILD HORSES

More than four in five (82%) horse industry experts feel wild horses are well-suited for endurance activities; they most frequently cite the animal's hardiness and strength as reasons.

In addition to endurance activities, approximately half of respondents consider wild horses well-suited for driving (52%) and cutting, reining, barrel, and racing performance activities (48%) (see Exhibit 12). One-third (32%) feel they are well-suited for polo and 24% consider them well-matched for dressage activities. Only one in eight (12%) feel they are well-suited as hunters/jumpers.

Exhibit 12

Question 8: *In your opinion, are mustangs well-suited for each of the following performance activities? (n=50)*



Subgroup Differences

Overall, female respondents are more likely than male respondents to feel the mustang is well-suited for the performance activities of:

- Endurance (96% of women, compared with 70% of men)
- Driving (70%, compared with 37% of men)
- Cutting, reining, barrel, and racing performance (65%, compared with 33% of men)
- Dressage (35%, compared with 15% of men)
- Polo (44%, compared with 22% of men)

Respondents who feel mustangs are well-suited for each performance activity were asked to provide reasons why they feel the animals are well-matched to the activities:

Endurance

> *They have a reputation for being tough. Like Arabians, they can travel for miles while other horses can't. (Education Organization)*
>
> *They're hardy and they've been bred to survive and move around. They don't tire quickly. (Education Organization)*
>
> *They have natural endurance and stamina. (State Horse Council)*
>
> *They have good lung capacity, so they can hold up. (Trainer/Breeder)*
>
> *There have been many mustangs that have gone on to endurance careers. It's their nature to have endurance. (Equestrian Periodical)*
>
> *They're hardier than other horses, and very tough. (State Horse Specialist)*
>
> *In the wild they cover many miles in rough conditions. (Equestrian Periodical)*

Driving

They're fast, good movers, and they're strong. (Trainer/Breeder)

A horse doesn't have to have a lot of special ability to drive. Just about any horse can do this to some degree. (Equestrian Periodical)

They're durable, and for their size they're strong. For harness horses, this is what you need. (Trainer/Breeder)

They're versatile, so they'd be able to handle driving. (Equestrian Periodical)

Cutting, reining, barrel, and racing performance activities

They're athletic and a breed standard isn't a prerequisite. (Education Organization)

Because they are not long and lanky. (Trainer/Breeder)

I've seen many mustangs perform in these activities, and they do them pretty well. (Trainer/Breeder)

They have more of a mentality for this activity than quarter horses and other horses. (Trainer/Breeder)

They're good for short bursts of speed. (Equestrian Periodical)

Because they're smaller. They have smaller, compact bodies, their feet are tough, and they have a lot of stamina. (State Horse Specialist)

Polo

They're fast and tough horses. They're agile on their feet. (Education Organization)

Their size. If they're smaller then they have an advantage. Also because they're fast and have endurance. (State Horse Council).

Speed and athletic ability. (Equestrian Periodical)

They're hardy, speedy, and talented if trained correctly. (Trainer/Breeder)

They're hot horses – very up and ready to go. You need a horse that can last through a polo match. (Trainer/Breeder)

Dressage

Grace and form can be taught to all animals and should be. (State Horse Council)

They're very intelligent. They'd be good for dressage if they were trained. (Equestrian Periodical)

They could be if they're good movers and well-marked. (Trainer/Breeder)

Hunter/jumper

They have natural endurance and stamina. (State Horse Council)

They can be trained to do this if they're tall. (State Horse Council)

All of These Activites

There are horses that have excelled in each of those activities. If you have the right animal, it will be able to do well in any of these fields. They have the heart, stamina, shape or conformation – all the characteristics needed to excel in any of these areas. (Other Organization)

Other markets/ACTIVITIES for wild horses

Three in ten (30%) horse industry experts volunteer wild horses are well-suited for trail riding; ten percent consider them appropriate for ranch work, as well.

Asked in an open-ended question whether they feel there are other activities for which the mustang is well-matched, respondents mention a mix of activities/markets, but most frequently volunteer trailing riding (30%) and ranch work (10%).

ATTACHMENT A: HORSE INDUSTRY LEADER QUESTIONNAIRE

ID# ______________________

Attachment A: Horse Industry Leader Questionnaire

With Response Frequency Distribution and Verbatim Comments

FHR#202493
11/30/00
(n=50)
RESPONDENT GROUPS

(please circle one)

32%	Trainers/breeders (n=16)
20%	Other organizations (n=10)
14%	Education organizations (n=7)
12%	State horse specialists (n=6)
12%	State horse councils (n=6)
10%	Equestrian periodicals (n=5)

INTRODUCTION:

Hello, may I please speak to (INSERT NAME FROM CALL RECORD SHEET).

IF PERSON NO LONGER THERE ASK: May I please speak with the individual who is now acting in (INSERT NAME FROM CALL RECORD SHEET)'s position within your organization?

Hello, this is ______ from Fleishman-Hillard Research. We are conducting a survey today among horse industry experts on behalf of the Bureau of Land Management's Wild Horse and Burro Program. This is a confidential telephone interview that will take about 20 minutes to complete. This is an opinion survey. We have nothing to sell.

Your name and organization will not be associated with your answers in our report to the Bureau of Land Management. All answers will be treated in a confidential manner.

Is this a convenient time for you, or should we set up an appointment?

(IF NOT AVAILABLE, ARRANGE FOR CALLBACK.)

1. To begin with, please tell me whether you are very, somewhat, not very, or not at all familiar with the Bureau of Land Management's Wild Horse and Burro Program? (n=50)

32%	**Very Familiar (CONTINUE)**
56%	**Somewhat Familiar (CONTINUE)**
6%	**Not Very Familiar (CONTINUE)**
6%	**Not At All Familiar (SKIP TO Q3)**
--	**DK/REFUSED (SKIP TO Q3)**

2.a. What, exactly, do you know about the program? (CLARIFY ALL RESPONSES AND PROBE A TOTAL OF THREE TIMES) (n=47)

83%	They capture wild horses and adopt them to individuals
17%	I am knowledgeable about gather, adoption procedures
15%	Adopters are screened/monitored
15%	Adopters must keep the animal for a certain amount of time
15%	There is a nominal fee
13%	Wild horses overgraze the land
13%	There are holding centers all over the country
13%	I've learned about the program through media
13%	The program is to control the mustang population
11%	They place the animals through auctions
9%	Prisoners gentle the horses
6%	The program is controversial/has proponents and opponents

Respondent Verbatim Comments Question 2.a.: *(What, exactly, do you know about the BLM's WHB Adoption Program?)*
What I've read in Western Horseman and seen in ads for Bobby Ingersol. There are always articles about the pressures that growing numbers of wild horses overgraze areas that farmers have laid outside for their cattle. I'm for protecting them within reason.
They adopt them out to different individuals. They try to keep the numbers down, so pastures don't get overgrazed.
I know they catch wild horses, hold them, and they adopt them out, and there is a small fee. They have centers around the area where horses are held. I have seen ads. People can come and pick out their horse. National publications talk about it.
I know they round up horses and burros and set them up for an auction and for a nominal fee people can adopt. The adopters signs something so they don't go to the killers. The horses can be shipped to anywhere in the country. I have witnessed the horses in holding pens, but not an actual auction.

Respondent Verbatim Comments continued Question 2.a.: *(What, exactly, do you know about the BLM's WHB Adoption Program?)*
I know how it operates – the procedures for adopting a horse or a burro. There is a follow up program, a calendar of adoptions. I know about round up procedures, how they're identified for adoption. It depends on the location how the round up is done -- helicopter, on foot, on horseback. For adoption there are applications and approvals, follow-ups, and limitations for adoptions. If the horses pass vet exam one year after adoption, papers are signed over to the adopter.
I'm assuming they round up horses and put them up for adoption -- either through auctions or the internet. I've seen that you can buy them on the internet.
I know there are wild horses on public lands that are gathered up for adoptions. Adopters have to keep the horse for a certain amount of time. All the horses are branded. They've exceeded the capacity for the range land that they're on. There's concern with overgrazing. Everyone needs to take a role in management of the land.
I know they keep track of the wild herds and handle adoptions of these animals. They try to control the horse populations in the western U.S.
Well, I know that they care for horses in the west and they have an adoption program with sites all over the country. They have criteria for people to adopt a horse. It is valuable to the industry.
I know that it deals with the wild animals, they catch them, they care for them, medicate them, and decide which to sell. They check adopters' places, making sure facilities are adequate for a wild horse. There is a BLM ranch outside of Reno.
Adoption programs. State level adoption sites, and programs for adoption. Programs and educational materials that go along with the adoption program.
They round up wild horses off the range and put them up for adoption to maintain range lands.
I know it is a governmental program and its mission to protect and adopt out the animals. I have read and heard a lot about the program.
I know it has to do with animal adoption. They find adopters for these mustangs and burros.
I know that it is a way to place wild horses rather than kill them. It removes the horses so that they are not competing with the existing wildlife. I know the methods for rounding up horses has improved. I know it is illegal to buy a horse and immediately sell it. You can't buy them for the potential meat market. You have to own for a certain amount of time. They don't sell stallions, they sell mares.
To save wild horses and find homes for them.
I have gone to three or four events. My guys have supplied a place in Illinois for the BLM to have a show. We hauled bunch of horses and they tried to get people to adopt them. The horses cannot be for commercial purposes for the first two years. I have broken a couple myself. The adoption fees were 150-200 dollars.

Respondent Verbatim Comments continued Question 2.a.: *(What, exactly, do you know about the BLM's WHB Adoption Program?)*
We have one here in New Jersey. It was a complete disaster. The horses were dying because of the move. I feel that it was a horrible mistake. They should not have moved them at all.
Round up mustangs. Adoption program.
Bring animals in and inmates from prisons halter break them. It is an inmate program they have. Not very expensive and horses get fair homes.
I know they adopt wild horses. I know they have to meet certain requirements in order to be adopted. The purpose of the program is population control -- so ranches aren't overpopulated with the horses.
I suppose I have heard of it. I have heard of the wild horse round ups and people go and adopt them.
I know every once in a while they gather wild horses and adopt them out to various people.
I know people can adopt some horses and keep them for a year and they can do what they want with them after a year. I gathered they cannot sell them to be used for meat.
I've had and trained some horses from the Cannon City prison facility in Colorado. Having toured the facility and talked with BLM coordinators, I learned a lot. I've dealt with a dozen mustangs myself.
I know that they offer period auctions throughout years. People bid on different animals that they can assume responsibility for and can take one home. You do have to apply for this. They advertise a lot. They've placed a lot of horses and have had a lot of success stories. The horses have gone on to be trail horses, etc.
As a wild horse and burro advocacy group, we are aware of every aspect of the program from on the range management to final disposition of the animals to adoption and sanctuary placement.
Wild horses are rounded up and dispersed to the public by adoption. There are adoption facilities around the west all year long. There's a lot of controversy concerning how the BLM has handled the horses and how they are dispersed.
I've read their literature and I've visited their center in Reno, NV. People go by are they adopt wild horses or mules. There have been success stories. I've read about the adoptions.
They bring horses in and adopt them out to people very cheaply. I really don't know a whole lot more besides they're trying to control the wild horses out on the range.
There is a round up of wild horses instead of shooting them. It is for herd management. They have a drawing for people to put their names in for adoption. Horses are brought to holding centers for adoption. There is a $150-175 adoption fee. I believe you have to promise to keep the horse for one year before you sell it. They probable also come with a halter and strap.
They come and use our facilities for sale. They put animals up for adoption.

Respondent Verbatim Comments continued Question 2.a.: *(What, exactly, do you know about the BLM's WHB Adoption Program?)*
The program has been around for a long time and it has had questionable success. It's a good idea but it is not going to work. The usefulness of wild horses and burros does not exist to the extent they are promoted. As pets they are fine, but not as functional horse. I don't think that has been disclosed to the public.
I just know what I have seen on TV and documentaries concerning efforts to try to save the wild mustangs.
I have been aware of it from the very start. I have been in equine publishing since 1960's.
I know they capture the horses and adopt them out to the public. They send them to prisons sometimes to be gentled also.
I know they gather wild horses and burros and put them up for adoption.
I know they adopt out wild horses and take our tax dollars to help these animals in the wild and research the horses. I feel the program is too expensive and is not good for the taxpayers. Most of the horses are not worth capturing. People don't know what to do with them when they get them. The adoptees are usually not experienced enough to handle wild horses which can lead to a dangerous situation. These horses are wild and should be treated as such.
I know individuals can adopt mustangs for a small fee. They are monitored for about a year after adoption.
I went to one of their sales last year in Ohio and I know someone who got horses through the program. I know they catch horses and then they sell the horses for set fees and the person who buys it agrees to train and keep the horse for a set amount of time before they can do anything with the horse like sell it.
I've heard how it got started. I know that some people are for it and some are against it and I know that they place wild horses for adoption.
Mustangs are sold at auction and adopted. The sales of these horses take place all over the U.S. there is a program in Lexington (KY) for inner city kids.
They capture horses back and distribute them in some fashion.
I know what they are trying to do in regards to reducing population -- finding individuals to adopt. The BLM has tried to design a system so animals do not end up at a slaughter plant.
I have acquaintances throughout the industry. I'm aware of problems they've had and issues they face. Once gathered, they send animals to the Colorado penitentiary at Cannon City. I'm aware of just about every step of the program from gathering, to the inmate program to selling the horses. Our academy is very involved.
I have adopted some horses myself. It is directed by government. It includes horses and burros that you sell off and land that you rent or lease.
They round up these horses in the wild at certain times of the year and then vaccinate them and determine which ones are appropriate for adoption and they auction those off.

2.b. What are your general perceptions about the program? (RECORD VERBATIM) (n=47)

38% Generally positive perception/it's a good idea
23% It's a well-meaning program/noble reasons
19% It puts unbroken horses into the hands of the unprepared
17% It's expensive/a waste of taxpayer's money
9% It fills a need
9% Adopters need to be screened
6% The BLM does a good job of marketing the program
6% The horses shouldn't be domesticated
6% The BLM is bureaucratic
4% Attracts idealistic people

Respondent Verbatim Comments Question 2.b.: *(What are your general perceptions of the BLM's Wild Horse and Burro Program?)*
I can't imagine that there are enough people that would adopt wild horses but it is a nice idea. It's hard enough for a civilized horse to be trained let alone a wild horse. I hope the program screens the adopters. The adopters need to be knowledgeable about the training of horses. (trainer/breeder)
It's good that someone's taking care of them. (education organization)
I think it is, in general, a waste of tax payers money. I believe it could be run a little more economically. They are spending a lot of money on, that are not worth domesticating due to age and quality. I think if they would turn it over to private enterprise, they could do it more economically. The population of herds is quite high in some areas. Population is limited much better if horsemen caught horses and they could keep them. The horses not suitable for training could be sold for meat. If they're good quality they could be sold for training and as saddle horses. (trainer/breeder)
My perception is positive, but it's not something I'm interested in. I think it makes people aware of the situation and it attracts idealistic people. Some people aren't qualified to own a horse. But the equal number of the horses have good homes. (education organization)
I think it's an excellent idea. It's much preferable than having them shot on sight. (state horse council)
I guess it's a good idea and I'm sure all of the bases are covered. The animals have a good home. I hope the owners know that they may not be able to domesticate these animals. (equestrian periodical)
I think it's a great idea. It fits a need. They're cheap. They fit a niche. The BLM is pretty knowledgeable of what needs to be done. (equestrian periodical)
I don't really know how effective the program actually is, but I have heard from some people very positive comments. (state horse council)
I'm pretty positive they are doing a better job about marketing. I have both seen and received more about the BLM than I have in the past. Maybe I am on the right mailing list. They have had some issues with health concerns, but they brought people in to take care of it. (education organization)

Respondent Verbatim Comments, continued Question 2.b.: *(What are your general perceptions of the BLM's Wild Horse and Burro Program?)*
It fills a need. It removes some of the horses from overgrazed land, fills the need for people to buy horses that normally couldn't afford a broke horse, and people get to experience horses. It takes care of horses, people, and the land. (other organization)
Necessary evil. It's necessary and hard to manage. Society issues demand it. Advocates for the wild horses demand it. (state horse specialist)
I feel most of the things about the program are emotion based. I see a good process being done from this standpoint. Is the money being spent well though? Most people I have talked to are generally happy with the program. An objective critical review needs to be done by someone who is very knowledgeable on these subjects. (state horse specialist)
I think the program has some value, but I am concerned about the amount of money being spent on this program, instead of the needed research on all wild horse populations in general. They are focusing on smaller groups of mustangs when in fact there are wild horses all over the country that deserve focus as well. (state horse specialist)
I think it is well meaning, but I also think it puts unbroken horses in the hands of people totally unprepared to deal with an unbroken horse.(state horse council)
I think it is a great idea if it actually works. It is hard to find good adopters. (trainer/breeder)
I think it is a pretty good deal. I wish there was a better way to protect horses in the west. I know it is supposed to cost a lot to take care of horses. Hard to feed thousands of horses and not have them go anywhere. It's nice to see someone try to do something for them. (trainer/breeder)
It is a good program on part of the bureau. But they just do not have enough people to check up on adoptions. They need a system where the horses are checked on. (state horse specialist)
I feel that for horses just get over populated and bringing them in and letting people adopt them is good. (other organization)
I would kind of like to see the horses wild, but then I like to see people get horses for less expense. The program is run fairly but I am neither for or against it. (trainer/breeder)
I don't feel it is needed. It's a waste of time. The animals should be left alone. These wild horses are not domesticated, and they are not the kind of horse that should be around people without the proper training. It is good if it saves their lives, but I don't believe they should otherwise be bothered. If the horses are hurt, being hunted or starving, they should help move them, but not try to domesticate them. (trainer/breeder)
A necessary evil, I realize that the herds have to be controlled. I think it is a noble start to try and adopt some of these horses. I think some of them are not adoptable and need to be destroyed (trainer/breeder)

Respondent Verbatim Comments, continued Question 2.b.: *(What are your general perceptions of the BLM's Wild Horse and Burro Program?)*
I think it is a waste of time and money. I think the horses should be part of the scenery, but as far as domesticating them -- it is a waste of time. The program is okay, I guess. I think you will get people hurt. There are novice horse people getting hurt. Breaking horses is a professional job. People go to one workshop and think they can break a horse. Professionals get hurt everyday. I sympathize with the horses, but they need to get good studs out there, and not get rats. They should leave some in the wild, but breaking and domesticating them is a waste of time. (trainer/breeder)
It's a very good program. They do a good job of marketing it. They advertise online and in horse magazines. I have met a lot of the people in the program and I think they are very dedicated. (state horse specialist)
The programs can be successful if given essential financial and manpower resources. (other organization)
It's necessary, but flawed. Because they are having the horses dispersed by a federal organization – the BLM -- that has other pressures concerning use of the land, which in turn takes away from the horses. The horse numbers haven't increased but the amount of land available has decreased. (equestrian periodical)
I think its a waste of government money when general selection would eliminate them. They're keeping alive animals when a lot of these animals would die from natural causes. We're interfering with nature. (state horse council)
I think it operates for the right reasons, but the people are not trainers and then they are getting in over their heads. The people adopting the horses need to be screened. (trainer/breeder)
It is probably expensive to round up all the horses, and administration is probably not cheap. Probably costs more than a $150 a horse. I hate to see the horses have to go from round-ups to squeeze shoots. I would rather see them get a little bit of humanization and training so they could get medication and trimming without having to be forced. (trainer/breeder)
I think it is good they keep track of animals. If there is no more room in wild and the BLM can find good homes for them, I think that is a good cause. (other organization)
I think it is a humane program. I think it is set up from the cries of animal rights activists, and those kinds of people. I think to a certain extent, it is a government interference in a private enterprise. At the Kentucky horse park where they have a public auction of the animals competes with other hoses, equine producers. (other organization)
I feel it could be termed a success. They are getting the horses off of the overgrazed plains. (equestrian periodical)
I feel it is a positive program. They help the wild horses by getting the herds food and putting some up for adoption. It may save the lives of the horses. It is very tough for them to survive year round in the wild. (education organization)

Respondent Verbatim Comments, continued Question 2.b.: *(What are your general perceptions of the BLM's Wild Horse and Burro Program?)*
The program is too expensive. The horses are not that valuable to the average person. A trainer with experience will not adopt a wild horse. The program should not use so many taxpayer dollars to fund a program most people in our country have no idea of. I know the bureau is trying, but it is just too expensive. (other organization)
I think it is a little risky if an inexperienced adoptee adopts the horse without knowing enough about training the horses properly. This can cause injury to these people. That is the only problem I have with the project. (trainer/breeder)
It's a pretty good program. You need to thin out the herds and instead of slaughtering the horses, they have come up with a way to put the horses to productive use. (other organization)
My general perception is that this program is trying to do the right thing for the animals under difficult circumstances. (equestrian periodical)
I have mixed perceptions. The goals and ideas are good, but execution of the plan is less than ideal. My opinion is anything that involves the government is not going to be done well. They have not reached the adoption quotas as they want. There is still overpopulation. They are not succeeding well with not overpopulation.
They have a lot of bureaucracy. Overall it is pretty good and eventually gaining progress. The majority of people adopting these horses are not knowledgeable as to how to train these horses properly. We have horses trained before they come here so they are safe. Mustangs are wild and need to be trained.
My perceptions are pretty good. They don't get everything right, but they have the best interest of land and horses at heart.
I think there are a lot of people who want horses, but they are uneducated about it, and they feel this is a way to get an inexpensive first horse, and this tends to cause a lot of problems. There needs to be education programs on how to handle and train wild horses.

3. What is your general perception of wild horses, also known as mustangs? (RECORD VERBATIM) (n=50)

20%	The animals need to be in the right hands
18%	They can be trained
17%	I'm in favor of preserving/protecting them
16%	They are less desirable than domesticated horses
16%	They are sturdy/hardy/good for working
14%	They are a romantic American symbol/part of our history
14%	Not all wild horses can be trained
12%	They're good horses/great horses
10%	They shouldn't be domesticated

Respondent Verbatim Comments Question 3: *(What is your general perception of wild horses, also known as mustangs?)*
I think romantically they're a cultural part of our history. They're exciting, but as a professional horseman I look at them as inbred and undesirable.
I wouldn't want one, but I know of people who do. We go more for refined breeding. Their disposition may not be as nice as another horse. (education organization)
Majority are an inferior animal. People get them. They are cheap. They get an animal not capable of training. They're a scapegoat for do-gooders that believe all wild horses should be saved. It's more a romantic principle they are running this on. They have lost common sense on handling wild life. (trainer/breeder)
Positive, but I'm not passionate about it. I'm not unaware or against them, but I'm not interested in them. I'm in favor of preserving them. I think there's room for them out there. (education organization)
I think they're excellent horses. They're not for everyone. If someone's looking for a good working horse, it's a great idea. I own three of them. I have owned horses for 20 years and the only ones I have now are mustangs. They're great, they work hard, and have a lot of personality. (state horse council)
They are wild animals and not used to domestication. I'm not sure if you could domesticate them. I do have a friend that adopted a mustang and they ride it but not all of them can be tamed. I guess it depends on the horse. (equestrian periodical)
I don't want to see them eliminated because it plays into the west. But it needs to be managed as a whole. I certainly have nothing against wild horses. (equestrian periodical)
I feel they are a part of America and it's history and heritage. They were here before us and deserve to be able to roam where they are. They should be taken care of in droughts and other situations. (state horse council)
They are fairly sturdy and hardy. When you first think of them, you think of an unruly horse that needs to be broke. They are a pretty solid breed. You see them in several types of shows. I have seen them show up in a lot of different areas. (education organization)
As American as apple pie. An American tradition. I can't say they are all beautiful, but they are beautiful because they are wild. We need them. They are part of American's heritage like national parks and forests. (other organization)
They are behind the domesticated horse. Because of their wild experiences, they are harder to manage. (state horse specialist)
If put into the right hands they are great animals. (state horse council)
I know they are strong horses that have been captured for many purposes. (state horse specialist)
They are viewed as being wild, but not necessarily as other animals are viewed as wild. They came from the Spanish and were not wild, but feral. They are horses that have been turned loose by owners who could not afford them or just did not know a better way to get rid of them. (state horse specialist)

Respondent Verbatim Comments, continued Question 3: *(What is your general perception of wild horses, also known as mustangs?)*
They can be perfectly fine horses and not fine horses. It is hard to generalize. I would just as soon leave them where they are. (state horse council)
They are an American breed that can be trained easily. (trainer/breeder)
I would have to say that it is pretty neat to have a part of the west still out there, part of the past. Not much of our past is left. I have never had the opportunity myself to see the wild herds, and would like to. There was an incident with soldiers. They shot some of the horses a couple years ago. I wish we could protect them better. (trainer/breeder)
They are durable animals. They are good pets and show animals as long as professionals are handling them. (state horse specialist)
They have good feet because only the fittest survive. Those that I've been in contact with have been scared around people, so they need work. (other organization)
Keep them wild. They have been free for past couple hundred years and I don't see why we should take their habitat away. (trainer/breeder)
Crossbred. They are trainable and easy to be around. They are good-minded. People seem happy with them. (trainer/breeder)
I think they are overly talked about. They are not good horses and they cause more harm than good. (state horse specialist)
They are pretty cool because they are living like as they are supposed to. (trainer/breeder)
They are the type of horse that is not for the average person. They are only for trainers or very experienced horse experts. (trainer/breeder)
They are a bunch of little rats. I have never seen one amount to anything. By the time you put $1,500 into it, they are only worth $,1000. People in general don't understand how to break them. They need to be bred better, turn out good studs to domesticate them. They're not worth much more than good dog food. (trainer/breeder)
As a horse person I don't care much for the breed, if you want to call it a breed. I don't think it really is a breed, just a conglomeration of different breeds. (trainer/breeder)
Part of American heritage. Represent freedom of America's west and the heritage of horses in the United states and, in a way, human heritage too. They are a symbol of the American culture. They've been around since American Indians. They represent the cowboy culture. (state horse specialist)
I'm very romantic about them. They're a symbol of America. They need to be sustained and not gotten rid of, like being shot. They're part of our history, a symbol of the west and of America, a national monument in a way. (equestrian periodical)
I enjoy them and know about them. They have been given more status than they deserve on public land. We're preserving them when they should be removed from public land. We're treating them like an endangered species. (state council)

Respondent Verbatim Comments, continued Question 3: *(What is your general perception of wild horses, also known as mustangs?)*
They are highly intelligent. They are good horses in the right hands. They just need to be with the right people. (trainer/breeder)
They are endangered and losing space. There is a movement to preserve them. I saw program on TV. These people from Colorado have implemented their own program to maintain them in the wild and to allow them to run free. (trainer/breeder)
They are usually pretty runty. The ones I have played with -- once they get gentle, they are really gentle. (trainer/breeder)
They are very destructive to the environment and cannot be controlled or contained, and for all practical purposes if they are over a year old, cannot be domesticated. Even younger mustangs are extremely challenging to domesticate. (other organization)
I used to think incorrectly they were a smaller breed. But I have seen documentaries showing they are actually the same size as racing horses. There land area is shrinking. (other organization)
I don't think there are very many of them and I don't know how they can tell the difference between mustangs and feral horses, which are horses that have just been turned loose. I have heard that most horses are feral, not true mustangs. I had a friend that had her perception change from romantic relic to someone's throw away animal. (other organization)
I think in general they are far more likely to be gentled if they are young. If they are young, they are very trainable. The horses can be trained to be ridden and gentled. (equestrian periodical)
I have a great deal of respect for them. I respect their strength and endurance, their ability to survive in the wild without assistance from people. If you do not respect the wild horse, the inexperienced person can get hurt. These horses naturally will try to protect themselves if approached. (education organization)
They have very little value. They represent no monetary value to trainers. Mustangs should be left alone in the wild. They are wild animals that are expensive to train and could be dangerous if not trained properly. I feel they should be left alone. (other organization)
I have a very positive view of mustangs. They are wild animals that do not pose any threats to people, property, or livestock. They do not have any negative impacts on the environment. That is why they should be left alone. (trainer/breeder)
They're horses and they're inbred which makes them low in equine world. (other organization)
They are small horses that are very wiry and are bred to be very hardy where some can be trained and some can't be. (equestrian periodical)
They are more difficult to train than domestic horses. They are smaller horses. Beyond that, I don't really have any perceptions.

Respondent Verbatim Comments, continued Question 3: *(What is your general perception of wild horses, also known as mustangs?)*
The ones we've worked with are pretty nice. They make serviceable saddle horses. There is a high demand for trail horses and that is a mustang's niche.
Wild horses are neat and the adoption program is real neat. But mustangs have to be managed realistically, and they are not pets. They need to be managed the same as a coyote.
I don't think they're probably really mustangs, but feral horses. Ranchers and farmers in the early 1900s let out a lot of horses loose, and they kept reproducing.

READ TO EVERYONE

THE BUREAU OF LAND MANAGEMENT OVERSEES A WILD HORSE AND BURRO PROGRAM. IN ORDER TO KEEP WILD HORSE AND BURRO POPULATIONS ON THE WESTERN PLAINS AT LEVELS THE ENVIRONMENT CAN REASONABLY SUPPORT, THE BUREAU OF LAND MANAGEMENT PERIODICALLY REMOVES ANIMALS FROM THE RANGE AND PLACES THEM UP FOR ADOPTION.

4. Please consider markets for adopted wild horses, or mustangs. In your opinion, would each of the following be an excellent, good, fair, or poor market for mustangs? (ROTATE ORDER) (n=50)

READ	**Excellent**	**Good**	**Fair**	**Poor**	**DK/ REF.**
Recreation?	22%	24%	34%	20%	--
Tourism?	10%	24%	30%	28%	8%
Show or performance?	8%	20%	22%	50%	--
Farm work?	4%	24%	24%	48%	--

5. (FOR EACH EXCELLENT/GOOD RATING ABOVE, ASK) In your opinion, what do you think will make mustangs more appealing to adopters within the (INSERT CATEGORY FROM ABOVE) market? (INSERT ITEM FROM LIST BELOW)

	READ	**YES**	**NO**	**DK/REF.**
TOURISM (n=17)	**Castration**	82%	12%	6%
	Training	77%	24%	--
	Markings	59%	41%	--
	Conformation	47%	53%	--
	Size	47%	47%	6%
	Sex	29%	71%	--

Q.6 Why do you say "yes" to for the tourism market?

Castration

- *You wouldn't have to worry about stallion behavior.*
- *They're a safer horse.*
- *Stallions not used for breeding should be castrated.*
- *Castration makes the animal more docile.*
- *A gelded horse is much more predictable and easier to handle.*
- *They are more quiet, less spirited if castrated.*
- *Stallions are hard to work with.*
- *Castrated males are easier to handle.*
- *Geldings are more trainable.*
- *A gelding is much more manageable than a stallion.*
- *More adopted if castrated.*
- *If gelded, some of the stallion tendencies will be removed and adoptees will get along better with the horses.*

Training

- *They're not good for much of anything if they're not trained.*
- *They'd be safer and have respect for man, not just fear.*
- *There is a general image that the mustangs is a wild horse, and people are intimidated by wild horses.*
- *Adopters don't know enough about gentling – it is very difficult.*
- *A more rideable, obedient horse is better.*
- *It will make the horses more appealing to adopters.*
- *If people are going to ride them, they need to be trained.*
- *Training would help tourists see how the horses are handled. It's going to make a better impression on people*
- *Training is one of the biggest obstacles to adopting wild horses.*
- *Mustangs are way different than domestic horses and people don't know how to deal with them.*

Q.6 Why do you say "yes" to ___ for the tourism market?

Size

- Some people like smaller animals, especially people that don't know much about riding.
- The bigger the better. The larger the horse, the more comfortable and versatile the horse.
- A lot of mustangs are smaller, and the smaller ones could be used for children.
- Most people want large horses in regard to height.
- Bigger persons want bigger horses and littler persons want littler horses.
- It they are just little rats, they aren't going to be worth anything.
- The small size will enhance adoptability for tourism.

Sex

- Stallions are dangerous and mares are temperamental.
- Mares are tamer.
- Mares and geldings are a lot more trainable than stallions.
- Stallions are hard to train.

Markings

- The paint is really at the top of the list right now, so that would be a plus.
- The louder markings the better. That's the perception of mustangs for the average person.
- Aesthetics are important – how they look.
- Some people know it's just the icing on the cake, but the average person will just consider it's looks. Flash is in.
- People like to see a distinctly marked animal, rather than plain brown.
- A horse stands out with different markings. Paints are very popular.
- A lot of people perceive mustangs with Indians and they expect wild markings on them.

Conformation

- If they have crooked legs and no tail and are ugly people aren't going to want to see them.
- It would help them if they look better.
- Conformation is a determinant of how long the horse will be productive.
- **It has to do with keeping the horse sound.**

READ	YES	NO	DK/REF.

FARM WORK (n=14)	**Training**	100%	--	--
	Conformation	86%	7%	7%
	Castration	79%	21%	--
	Size	64%	36%	--
	Sex	29%	71%	--
	Markings	7%	93%	--

Q.6 Why do you say "yes" to for the farm work market?

Training

- *It would represent less time farmers would have to put in before they can use the horse for their purposes.*
- *They would have a better indication of the animal's temperament.*
- *The horse needs to be trained before they can do work.*
- *They need to be at least halter-broke. Not a lot, but a bit.*
- *I don't think a lot has been done to market mustangs to farmers. Farmers look at how much work they're going to get out of a horse. They would be intimidated by a wild horse because they don't want to take the time to train them. If mustangs are well handled, farmers can then train.*

Conformation

- *Good conformation means more longevity.*
- *With poor conformation they might break down more easily, and farm persons look at the longevity of their investment.*
- *If their conformation isn't good, they probably won't hold up for work.*
- *This is important for the horse to be sound.*
- *With the inbreeding that happens on the prairie, their conformation is messed up.*
- *Conformation would help their ability to do their job.*
- *A horse has to be built to have power to pull.*
- *For farm work, you want a horse that isn't going to have hock or leg problems, or a sore back.*

Castration

- *This will help the animal concentrate on work.*
- *Having a stallion on a farm with a mare may be a problem. You don't really need a stallion to do farm work.*
- *Geldings are more manageable.*

Q.6 Why do you say "yes" to __ for the farm work market?	**Size** • *For farm or ranch work they need size – not tiny horses.* • *Farmers need big horses.* • *Mustangs are smaller and stronger and work well on farms.* • *For farm and cattle work you want a horse that is short in body and so can turn quickly. Something that is solid, compact, and can work hard. On the other hand, to plow you would want a bigger, more muscular horse.* • *A bigger horse is better for farm work than a small horse.* **Sex** • *Most farmers prefer geldings.* • *Geldings are quieter.* • *Farmers would want to breed, so he could train young foals rather than buy more horses.*

READ		**YES**	**NO**	**DK/REF.**
RECREATION (n=23)	**Training**	100%	--	--
	Castration	96%	4%	--
	Conformation	83%	17%	--
	Size	57%	44%	--
	Sex	57%	44%	--
	Markings	39%	61%	--

Q.6 Why do you say "yes" to __ for the recreation market?

Training

- *If the general public tries to train a horse, it will be a disaster. An animal that has been trained a bit is better for recreation.*
- *Saddling would be a bonus in this market.*
- *It should be trained if it is going to be used by an adopter without a great deal of experience.*
- *The horses that are trained can do more. With recreation, you can get backyard people who don't know how to train.*
- *People are going to want to ride train and the horses will need to be quiet and well handled.*
- *People looking for wild horses for recreation don't want wild horses. They want one they can handle. Having them trained first will make them more appealing.*
- *Training would make it a more marketable horse. It will open them to adopters who are less experienced.*

Castration

- *Stallions can be dangerous.*
- *Geldings concentrate on business more.*
- *Gelding helps the animal's concentration.*
- *Stallions will fight.*
- *It takes special facilities to house a stallion. A lot of barns won't keep one. The average person would not have a clue what to do and get hurt.*
- *A lot of people can't handle studs.*
- *Most recreational owners can't control stallions, nor do they want to trained them.*

Conformation

- *Being able to stand the rigors of being used in riding or showing is important. Recreation users are interested in aesthetics.*
- *People like well-built horses.*
- *Recreation users want a horse that is not ugly. People go for the most appealing.*
- *Every adopter wants a sound, good-looking horse.*

Q.6 Why do you say "yes" to ___ for the recreation market?

Conformation

- *Being able to stand the rigors of being used in riding or showing is important. Recreation users are interested in aesthetics.*
- *People like well-built horses.*
- *Recreation users want a horse that is not ugly. People go for the most appealing.*
- *Every adopter wants a sound, good-looking horse.*

Size

- *More people like a big horse to ride.*
- *Most mustangs are an ideal size for recreational riders – 14.2 to 15 hands tall.*
- *The general market prefers a larger horse.*
- *Not all mustangs are small, but many are, and this could make them more appealing to youth riders.*

Sex

- *Geldings and mares are better for beginners.*
- *People are going to prefer geldings because mares are hormonal.*
- *Recreation users want to breed them. A mare might be more desirable than a castrated male.*
- *Geldings are more marketable.*
- *No recreation rider needs a stallion on their property.*
- *No stallions should be adopted by inexperienced people.*

Markings

- *Markings are important when the average person selects a horse.*
- *People like horses with white on them.*
- *Spots or different colored manes make them appealing and stand out. It's important to some people.*
- *Marketing on beauty alone leads to trouble.*
- *A lot of people like a flashy horse.*
- *People like pretty horses.*

READ	YES	NO	DK/REF.	READ
SHOW OR PERFORMANCE (n=14)	Training	93%	7%	--
	Conformation	93%	7%	--
	Size	79%	21%	--
	Markings	64%	36%	--
	Castration	64%	29%	7%
	Sex	43%	57%	--

Q.6 Why do you say "yes" to ___ for the show or performance market?

Training

- *Most show horses need an extensive amount of training to handle the pressure of shows.*
- *It helps a lot of folks make decisions about purchasing.*
- *A well-trained mustang is more easily adopted.*
- *Show animals must be trained.*
- *You can't have a show and performance horse without training.*
- *They need to be trained well for shows. A couple of associations have wild mustang classes. Some of those work well.*
- *Someone who is looking to show doesn't mind training, but doesn't want to train a wild horse from ground zero. If they are trained a little, an adopter will think they can be trained.*
- *Training is valuable because it will provide a more marketable horse. It will open markets to less experienced horse people.*

Conformation

- *Conformation is important in show or performance.*
- *It the horse doesn't look good, it's not going to be able to hold up in arena. Leg's have to be straight.*
- *That is part of judging. A horse that is well put together will do better.*
- *Most important is physical makeup and how they're going to perform. If a horse doesn't have straight legs and a nice head, the horse is not going to show or perform well.*

Size

- *For performance you wouldn't want a horse smaller than 14 hands. If you want to jump, you need a bigger horse.*
- *It's more appealing to people's eyes to see a nice-sized horse.*
- *It depends on the sport being considered by judges – depends on discipline.*

Markings

- *Horses with color often standout in the ring a little better.*
- *Markings are especially important for show.*
- *Show is a visual thing, The horse needs to look appealing.*

Q.6 Why do you say "yes" to ___ for the show or performance market?	Castration • *Castration allows the horse to focus on the task at hand. Sometimes stallions just aren't appropriate.* • *Most people can't compete with a stallions.* • *Stallions are not welcome in the show ring.* • *In lots of places, it's hard to show stallions. If one gets loose, the liability is terrible.* **Sex** • *Geldings are preferred.* • *A lot of people don't like to show mares.*

7. Are there any **other** characteristics you feel would make mustangs more appealing to adopters within the (INSERT CATEGORY FROM ABOVE) market? (RECORD VERBATIM)

Respondent Verbatim Comments Question 7: *(Are there any other characteristics you feel would make mustangs more appealing to adopters within the (INSERT CATEGORY FROM ABOVE) market?)*
That's kind of an odd question. If they're talking about a dude string, then they just need a calm horse. Tourists should be able to watch them in their natural state. That would be good. They really need to have a good disposition. They grow up in the wild, and aren't used to people. Early handling would be good for recreation. (education organization)
Hardiness, intelligence, and stamina. Quick learners, versatility. (state horse council)
I would look at getting more stories about mustangs in the general media. Also putting art children stories about mustangs. Look what it did for the Chicotaw ponies. People came from all over to see those ponies on the island because of that story. Recreation would be a part of tourism. For show or performance they need stories that highlight the fact that mustangs can be used for show or performance. Letting them know will make people think of using mustangs more in show or performance. (education organization)
I think I would put training at the top of the list. You have to get them broken somehow. It would beneficial to the BLM to hire colt breakers. They ought to form their own breeding association. That would perk it up a lot for the backyard people to buy a BLM horse. The BLM could offer a course on safe horse handling. Get one of the associations to design a course for them -- like us. Nothing kills sales like dangerous horses. (state horse council)
They need to be trained to be more rideable. (trainer/breeder)
Recreation: size again. Having stronger feet is important for riding for recreation. (other organization)
Respondent Verbatim Comments, continued Question 7: ***(Are there any other characteristics you feel would make mustangs more appealing to adopters within the (INSERT CATEGORY FROM***

ABOVE) market?)
Farm work, people need to get out there a little more and maybe have some demonstrations. They need knowledgeable people that can show that the horses can be handled and can be handled safely and correctly and they can become good horse. Recreation, same thing as the farm market. Make people more aware of what horses can do. Have people doing demos. Showing what the horses can do concerning recreation, show performance, trail riding, and many other activities. (trainer/breeder)
Farm work: just that stallions were adopted out at an earlier age, or handled at an earlier age. Being domesticated earlier will make them more trainable for their life. Recreation: same thing as above, early age adoptions. More handling programs because it will help stallions be more trainable. Horses will respond better to resistance free training. (trainer/breeder)
Maybe if they had them where people could just drive out to see them. Somewhere to watch them would be good for tourism. (trainer/breeder)
Recreation: I would say having a horse castrated younger so the horse wouldn't be a stallion for long which would affect his temperament. Show or performance: confirmation is key and different mustangs are built differently because they come from different blood lines, putting different emphasis on its natural ability. Price is a huge factor on making them popular. The price ranges from $125-$175 and keeps the animals affordable to have good homes. (equestrian periodical)
Recreation: temperament. A good disposition. They are friendly and happy. A mean horse is no fun. Show or performance: temperament. Younger horses adopt more easily. (trainer/breeder)
The more natural start up they get the better. No squeeze shoot, to doctor or vet them when they first captured. Otherwise it's tough on the horse when it shouldn't be. (trainer/breeder)
Tourism: head shape. Horse people like a prettier head. Refined versus coarse. (equestrian periodical)

8. In your opinion, are mustangs well-suited for each of the following performance activities? (ROTATE ORDER) (n=50)

READ	**YES**	**NO**	**DK/ REF.**
Endurance?	82%	12%	6%
Driving?	52%	42%	6%
Cutting, reining, barrel, and racing performance activities?	48%	48%	4%
Polo?	32%	60%	8%
Dressage?	24%	74%	2%
Hunter/jumper?	12%	76%	12%

9. (FOR EACH "YES" RESPONSE ABOVE, ASK) Why do you say that?

Top mentioned responses listed below

Endurance

95%	Reputation for being tough
2%	Athletic

Driving

65%	Reputation for being tough

Cutting, reining, etc.

42%	Athletic
13%	Reputation for being tough

Polo

56%	Athletic
13%	Smaller horses are better
13%	Intelligent

Dressage

n/a

Hunter/jumper

n/a

10. In your opinion, are there other performance activities for which the mustang is well-suited? (RECORD VERBATIM) (PROBE) Why do you say that? (n=50)

30%	Trail riding
10%	Ranch work
4%	Barrel
4%	Roping
2%	Team pennings
2%	Drill teams
2%	Packing
2%	Stadium jumping
2%	Pets
2%	Any performance activity

Respondent Verbatim Comments
Question 10*: (In your opinion, are there other performance activities for which the mustang is well-suited?)*
I suppose team penning. It's like cutting only slower and less demanding. I believe the right trainer can train these animals to do all these events, but it s not worth the trainers time and it depends on the animal. (trainer/breeder)
That I know of they're just used for trail riding. I wouldn't recommend them for any show activity or performances. They're just not high enough quality. (education organization)
I have worked with mustangs. They are most suited if they can be gentled, domesticated, made trustworthy. They are well-suited for trail riding. Ones that are domesticated generally have good feet, and they're sturdy animals, they can carry people around. They get around good in woods and trails. Once in a while you will find mustangs that excel in performance events or as a performance horse. They are an exception rather than the rule. (trainer/breeder)
Any equestrians activity at all. They're the most versatile of horse. (state horse council)
Maybe trail riding if they're a trained animal. (equestrian periodical)
General ranch type work. They cut, they rope, they do everything. (equestrian periodical)
Trail riding. They are great for riding and they have it in their nature to ride trails. It must be trained well though. (state horse council)
Drill teams. Anything you do with a horse a mustang can do. Packing isn't a performance activity, but they can do that, too. (other organization)
Trail. If you train them well, they learn to negotiate the trails. They are very smart animals. Pleasure. They are a comfortable, nice horse. Ranch work. They are great workers and can be very helpful. (state horse council)
Trail riding. They have spent most of their time in these areas when they were in the wild. Ranch work. These animals are strong, which is helpful in ranch work. (state horse specialist)

Respondent Verbatim Comments, continued Question 10*: **(In your opinion, are there other performance activities for which the mustang is well-suited?)***
Back country trail riding. They are scrappy and they already know what is out there. Competitive trail riding. They might be able to run barrels. I have never seen one. I would think they could do anything. They come with a varying body types. (trainer/breeder)
I have seen them in roping, pick up, trail riding, horse shows, and kids riding them. There is an unlimited possibility for them. I have seen these horses do these things. (trainer/breeder)
They're interesting for people to see. One of our ranchers adopted a few to train with no intention for public use and he would train at night and people enjoyed watching. (other organization)
Gaming. Because its mainly an obstacle or barrel and they would be competitive. (trainer/breeder)
No. Everyone else has been breeding for a hundred years making nice horses. They are like the horses we started with 100 years ago. We have just bred the horses we are riding today in performance so well, but the mustangs just can't catch up. (trainer/breeder)
Trail riding because of their natural instincts. (trainer/breeder)
Trail riding, recreational riding. (state horse council)
trail is the only one. Again, they are sure-footed and quick. (trainer/breeder)
It depends on owner. Because of way they are built I really don't see them fitting in any other aspect because of size. Combined training, combination of three disciplines -- dressage, cross country, and stadium jumping. Horse needs to willing to do it. Maybe for advanced student to use in pony club. (trainer/breeder)
Well suited. I am sure they are suited for all those activities, but you are talking for market purposes, and someone is better off to buy a horse that is bred for those particular activities. (other organization)
Not that I am aware of. I don't know why when you could buy a specialized in a particular breed, you would want to buy a mustang. They are not a pretty horse. (other organization)
They don't need to be well sized to move cattle. Ranchers just need a strong healthy horse to perform the required tasks, not a very large horse. (equestrian periodical)
Ranch work - the horses are very sure footed and have good stamina, strong feet and strong legs. They also have strong bone structure which makes them great for ranch work, trail riding, and roping. (trainer/breeder)
Used for competitive trail riding. Their endurance would be the primary factor. (other organization)
Trail riding. They're pretty sure footed. They're always in natural terrain. (equestrian periodical)
No. Just as a pet.

Respondent Verbatim Comments, continued Question 10*: **(In your opinion, are there other performance activities for which the mustang is well-suited?)***
Some are ponies, some are big horses. Pleasure riding horses is all I think they'd be satisfactory for. They'll never be a trusted animal. How can they say they're going to be predictable?
Therapeutic programs where you use them with mentally challenged people. Once trained, they are gentler and their small size doesn't intimidate the people. We use them here at our facility and the mustangs are great.
Trail horse. Mustangs are generally quieter and generally better to cross creeks and bridges and less scare to handle those situations than a domestic horse.

11. In your opinion, is there a market for training and reselling mustangs? (PROBE) Specifically, would this be something trainers should be interested in for business reasons? (PROBE) Why or why not? (RECORD VERBATIM)

Respondent Verbatim Comments Question 11*: **(In your opinion, is there a market for training and reselling mustangs? Specifically, would this be something trainers should be interested in for business reasons?)***
There's a market for training and reselling good horses whether they're mustangs or not. I'm intrigued and they might be a good opportunity for a good young trainer that couldn't afford a full breed. Trainers would be interested for business purposes very marginally. To sell a horse they have to be very well-trained and 60-70% of people are going to be looking for breeding options after they are done showing the horse and no one is going to breed mustangs. (trainer/breeder)
I think there would be. So many people are interested in the bottom line. If it's cheaper and they're trained, there would be an interest there. The horse market is really tough. It would depend on the trainer, and how much time they could put into it. It's a possibility. (education organization)
No, because mustangs are not worth the money. A commercial trainer or a professional trainer would have to put into them to resell. No room for any profit. The amount of money an owner has to pay to have the mustang trained is more than what they can buy a trained horse for. No room for profit when buying and selling mustangs. I have seen in reining cutting, mustangs do not meet the standards needed to excel in those events. This is all a general observation, there are exceptions. (trainers/breeder)
A niche market, people who want the romantic idea of the western market. In the normal market there wouldn't be a spot. I can't see them threatening the established breeds and show organization or taking memberships away from the established breeding organizations. Niche training, maybe. I can't see it with someone who is established with breeds branching into the mustangs. They probably have a full plate and each breed is specialized and people just don't switch over. (education organization)

Respondent Verbatim Comments, continued

Question 11*: (In your opinion, is there a market for training and reselling mustangs? Specifically, would this be something trainers should be interested in for business reasons?)*

The horse market is flourishing and the mustang is now being recognized. It takes advertising and being seen by the market as well as being used by the market. A good trainer isn't going to turn away a horse because of its breed. (state horse council)

I would guess yes. Probably not big name trainers-- they're in it for the show and money aspect. There are people out there who want horses and they don't have a lot of money for an expensive horse, but they could adopt a mustang and train it and then it would suit them better, price wise. Whether a trainer would be interested for business purposes depends on the trainer's market – whether they feel they could train these horses and if they know people who would want those horses. (equestrian periodical)

Possibly, yeah. I've actually talked to some people in wild horse groups that have done very well training the wild horses. Obviously, that would be the number one thing. Training horses. (equestrian periodical)

There may be a very small market for this. It depends on how good the trainer is. Many people like mustangs. (state horse council)

I don't know from a trainers perspective. I do think they could increase the price of adoption in order to have individual initial training. (education organization)

Sure, just like any horse. Just like a market for quarter horse, Arab, or any other horse. Any trainer who trains a horse and gets paid for it should be interested. (other organization)

No, the market is people who think it would be cool to own one. There's probably some of those people. (state horse specialist)

There is a market for training mustangs because many people don't want to deal with wild horses. Many adopters don't know what they're getting into. They need to be trained before adoption. Most trainers only train previously adopted animals. There is a market for trainers to train previously adopted animals. (state horse council)

No, there is not under the current structure. Trainers do not see this as being very cost effective. There is not enough to do with mustangs that justify all the costs that come with the training needed. (state horse specialist)

No, there is not a market for them. It costs too much to train them. It takes too much time to train a wild horse. It's not cost effective. (state horse specialist)

If the price is right. If you can train and sell a mustang at a reasonable price, there is always a market. Most trainers are discipline or breed specific, so they would need to create their own market. A known trainer would lose money this way, but someone who didn't have a niche could make this their niche. (state horse council)

Respondent Verbatim Comments, continued Question 11*: (In your opinion, is there a market for training and reselling mustangs? Specifically, would this be something trainers should be interested in for business reasons?)*
I would think there are people out there that would like to develop them knowing they are safe. Let people know they could be a good trail horse. I would say yes, trainers would be interested for business purposes, but there is a deal (BLM adoption) where you have to have them for 2 or 5 years. I could see a lot of trainers put off by waiting. A lot of trainers want to have a fast turn over and don't want to wait. (trainer/breeder)
There is a market for resale on any animal. It would benefit trainers. A dressage trainer would have no use for mustangs, but a cutting horse trainer would be perfect. (state horse specialist)
Yes. A very limited one. Good trainers can make more money on domestic horses rather than wild horses. (state horse specialist)
Yeah, because there is always a market for cheap horses that are trained. (trainer/breeder)
No, I charge $500 a month. I could train for three months. Lucky to get money out of them. At the price of hay, you can't make money feeding those horses. Lose every time. Contact people that have done it. The horses are nice as a tourist attraction, but don't break them. Check on them, but still leave them in the wild. (trainer/breeder)
Yes, because there is a popular perception that people are helping the mustangs by adopting them. Yes, because there is a market for them. I have dealt with clients that want to get into horses, but also want to be involved in a worthy cause and by adopting mustangs they are serving both of those needs. (trainer/breeder)
Reselling is not a goal of the bureau. These horses should not be resold. The BLM is looking for safe long term homes for the horses. Reselling may not insure this. (other organization)
Yes, because a lot of people would like to own mustangs, but they don't know how to get one and the experience to train them also. Most trainers can't be bothered. There's more money in purebred horse than mustangs so no. (equestrian periodical)
Limited. Because the horse industry has an abundance of well-bred horses and people would prefer those rather than mustangs. Maybe a limited interest for business reasons. Because the horse industry is oversupplied with well- bred horses and they have more control rather than a wild horse. (state horse council)
There is probably a resale value, but I thought that's what the program was trying to prevent. Yes, trainers could do a good business with this. If they are able to resell these animals it is better for the trainers to do it rather than non-experienced people. (trainer/breeder)
No. They have no ability to become useable horses in general. Most might have ability to at least become a pet. They do not have trainable potential. (other organization)
Respondent Verbatim Comments, continued Question 11*: (In your opinion, is there a market for training and reselling*

mustangs? Specifically, would this be something trainers should be interested in for business reasons?)
It really depends. Hunter/jumper won't accept mustangs over large thoroughbreds they bring in from Europe. Pony club for example or trail ride would be more marketable for mustangs. Movement and size does not matter as much. Dressage do not want mustangs..They like the big thoroughbreds from Europe also. (trainer/breeder)
Yes. Because initial cost is low and horses usually come through training well. (trainer/breeder)
Yes, I guess you can train horses to do a lot of things. If you are giving them to someone who is not slaughtering and will train, I can see that. No, trainers usually are not the breeders. Someone will bring the horse to a trainer to be trained for a special activity. With my organization, horses have to be registered.
Very hard to bring horses off the plains and work them into your breeding program. You could use them as saddle broncs and bare back riders. (other organization)
I don't feel there is a market. It is not a lucrative venture for trainers. Good trainers could make more money selling and training show horses that have been domesticated from birth. Training wild horses is just too expensive, its not worth it. (equestrian periodical)
No, I don't think so. Most trainers would rather train show horses. It is very expensive to train wild horses. Most shows are breed specific. It would not be cost effective for trainers to deal with wild horses. Training mustangs is very difficult. (education organization)
No. Why would a trainer spend all that money to train a mustang when a person can buy a registered horse with a genetic background that is known. There is a price difference, but after all the training, you will never get your time and money back selling a mustang. Any good trainer would not touch a mustang. Wild horses just don't have any monetary worth. That is why they should be left in the wild. (other organization)
Yes. There is a small niche. There is a use for the mustangs. If you do succeed in training the horse, they are still not worth much after training. It would definitely have to be somewhere out west where cattle ranches and rodeos are. The trainer would have to work very hard and long to make a small profit in this business. (trainer/breeder)
Very limited. The cost factor involved in determining if you have a quality product at the end is too high of a risk versus full bred animals. (other organization)
If they can make money, I'm sure they'd do it. (equestrian periodical)
I don't know there is because it is time consuming. It takes a lot of miles of riding to get them trained. Most trainers are aware of the WHB program but don't take the time and don't care about it so I would have to say most trainers are not interested. Because of the cost it takes to keep them and train the horse until it's marketable. The cost would exceed the worth by the time the horse is ready.

Respondent Verbatim Comments, continued Question 11*: (In your opinion, is there a market for training and reselling mustangs? Specifically, would this be something trainers should be interested in for business reasons?)*
Yes, it would have to be marketed in a specific manner. There are a few natural situations -- people doing natural horsemanship and they are excellent with mustangs. Most Americans like the idea of having a mustang but don't know how to get them. So a trainer could make them available to these people. But it would not be a high dollar market. Mustangs would have to be provided to the trainer by the BLM and the trainer allowed to resell after they are started (trained). For those mustangs that could not be started, a trainer could send them to be killed without fear of repercussion because all of them won't work out.
Yes to niche market. A group of people that appreciate the romance of a wild horse and if there were trainers out there willing to train them. No, not for business reasons because of the time commitment necessary to get that horse ready.

12. Based on your previous knowledge or the explanation I've provided during this interview, do you have a generally positive or generally negative perception of the BLM wild horse and adoption program? (n=50)

64% **GENERALLY POSITIVE**
22% **GENERALLY NEGATIVE**
10% **NEITHER POSITIVE NOR NEGATIVE (VOLUNTEERED)**
4% **DK/REFUSED**

13. Based on your previous knowledge or the explanation I've provided during this interview, do you have a generally positive or generally negative perception of wild mustangs as adopted animals? (n=50)

56% **GENERALLY POSITIVE (CONTINUE)**
30% **GENERALLY NEGATIVE (SKIP TO Q15)**
10% **NEITHER POSITIVE NOR NEGATIVE (VOLUNTEERED) (CONTINUE**
4% **DK/REFUSED**

14. In your opinion, is there a well-respected individual within the horse industry you feel would make a good spokesperson for the wild horse and burro program – someone you feel could help the BLM find more adopters for the animals? (RECORD VERBATIM) (n=35)

Top mentioned responses listed below

20%	John Lyons
11%	Monty Roberts
9%	Pat Parelli
6%	Guwani Pony Boy
6%	Buck Brannaman
6%	Richard Shrake
6%	Clinton Anderson
6%	Brian Nubert

SKIP TO Q16

15. What or who would convince you that the mustang is underrated and deserves another look as an adopted animal? (RECORD VERBATIM) (n=15)

Respondent Verbatim Comments Question 15*: (What or who would convince you that the mustang is underrated and deserves another look as an adopted animal?)*
An equine someone who is a Ph.D. that could prove they are true mustangs and worthy of adopting. Someone with scientific facts.
I don't think that could be done. I wonder what each one costs the taxpayer to ship back here and sell? I heard $100 and they sell for little or nothing. Money could be used far better in my opinion. (other organization)
I guess a demonstration that the animals can be used for suitable recreation, and I haven't seen that.
I guess publicity and promotion is very adequate but it hasn't proved to me we should spend government funds on it. (state horse council)
Maybe I could view animals better if they were trained before adopted out.
No one can convince me. They are wild, inbred and could be dangerous to inexperienced people. (trainer/breeder)
Nobody can convince me of this. (state horse specialist)
Nobody. Based my opinions on a professional level based on personal experience. (trainer/breeder)
Seeing some of them excel in different horse activities. I just think it needs to be proved to me. I still say bring in the younger horses. The old ones are too tough to handle. (state horse specialist)
Some knowledgeable people that have fact based information not emotion based information. I would be interested in researching on these subjects. (state horse specialist)

Respondent Verbatim Comments Question 15*: (What or who would convince you that the mustang is underrated and deserves another look as an adopted animal?)*
Some of the major trainers. John Lyons or someone like that. That would be interesting. And to here from trainers that have worked in something like that. (education organization)
The horses themselves would have to prove it to me. (trainer/breeder)
The livestock industry . The wild horses are not indigenous, they are not relative to here. They have become wild animals, they need to be disposed of. (other organization)

Thank you for your help!

RECORD WITHOUT ASKING

16. GENDER

54%	MALE
46%	FEMALE

DATE: ____________________

INTERVIEWER: ____________________

LENGTH: ____________________

Just to confirm for our records, I need to verify the following:

FIRST NAME: ____________________

LAST NAME: ____________________

ORGANIZATION NAME: ____________________

PHONE #: ____________________

Attachment B
Sample List: Horse Industry Experts

Organization	Type	Contact Name, Title
American Appaloosa Association	Association	
American Association For Horsemanship	Association	Jan Dawson, President
American Council of Spotted Asses	Association	
American Donkey & Mule Society	Association	
American Equine Registration Service	Association	
American Paint Horse Association	Association	Ed Roberts, Executive Secretary
American Part-Blooded Horse Registry	Association	Barbara Bell, Reg.
American Quarter Horse Association	Association	Bill Brewer, Executive Vice President
CHA (Certified Horsemanship Association)	Association	Bill Enns, President
Mountain Pleasure Horse Association	Association	Sue Stewart, Secretary
North American Mustang Assoc. & Registry	Association	Ellen Nelson, President
Palomino Horse Association	Association	Raelene Rebuck, Secretary
Universal Perkehner Society	Association	Nancy Brannon, President
American Riding Instructor Certification Program *ARIP*	Educational Organization	Charlotte B. Kneelans, Director
American Youth Horse Council, Inc.	Educational Organization	Liza Holland, Executive Director
Colorado State University	Educational Organization	Dr. Ann Swinker, Equine Extension
Dept. of Equine Business	Educational Organization	Dr. Robert Lawrence, Chair
Horsemanship Safety Association	Educational Organization	Steve Bennett
Johnson & Wales University (Dept. of Equine Studies)	Educational Organization	Beth Beukema, Chair
Midway College	Educational Organization	Dr. Sally Haydon
New Horizons Equine Education Center	Educational Organization	Colette May, President
Otterbein college	Educational Organization	Maria Calderone, DVM, Department of Equine Science
Sweet Briar College	Educational Organization	Paul Cronin, Director of Riding

Organization	Type	Contact Name, Title
Truman State University	Educational Organization	Charlie Apter, Horse Program Leader
University of Findlay	Educational Organization	Kristi Akers, Equestrian and Pre-Veterinary Studies
William Woods University – Div. Of Equestrian Studies	Educational rganization	Laura Ward, Chairperson
American Horse Publications	Equine Periodical	Christine Brune, Executive Director
American's Horse	Equine Periodical	Lesli Groves
Arena Talk	Equine Periodical	Cindy Roper
Cascade Horseman	Equine Periodical	Rod Dowse
Cutting Horse Chatter	Equine Periodical	Peggy Riggle
Horse Connection	Equine Periodical	Jack Patton, Editor
NARHA Strides	Equine Periodical	Pamela Simons
Paint Horse Journal	Equine Periodical	Darell, Dodd
Quarter Horse Journal	Equine Periodical	Jim Jennings, Publisher
The Equine Athlete & Horse Illustrated	Equine Periodical	Moira Harris
The NSBA-Way To Go	Equine Periodical	Julie Pinkston
The Record Stockman	Equine Periodical	Dan Green
Western Horseman	Equine Periodical	Patricia Close, Editor
Arizona National Stock Show	Other Organization	Ron Pint, Horse Show Manager
California Polytechnic State University	Other Organization	Roger Hunt, Equine Professor
California Polytechnic State University	Other Organization	Gene Armstrong, Equine Professor
California Polytechnic State University	Other Organization	Michael Lund, Equine Professor
Grand National Rodeo, Horse & Stock Show	Other Organization	Doreen Wills, Horse Show Secretary
Horse Show Division, Houston Livestock Show & Rodeo	Other Organization	Stacy Scott
Ohio Quarter Horse Association	Other Organization	Dennis Hales, Executive Vice President

Organization	Type	Contact Name, Title
The 2001 All American Horse Classic	Other Organization	Steve or Claire Panke
World Horse Exposition	Other Organization	Denise Isaac
American Horse Protection Association, Inc.	Other Organization	Robin C. Lohnes, Executive Director
Back Country Horsemen of America	Other Organization	Peg Greiwe, Secretary
Dude Ranchers' Association	Other Organization	Jim and Bobbi Futterer, Executive Directors
Horse Industry Alliance	Other Organization	Larry Anton, Executive Director
Kentucky Association of Equine Practitioners	Other Organization	H. Steve Conboy, DVM, Secretary
North American Equine Ranching Information Council	Other Organization	Norm Luba, Executive Director
Alabama Horse Council	State Horse Council	
Arizona State Horsemen's Association	State Horse Council	Millie Wesley
Arkansas Horse Council	State Horse Council	Betty Miller Jones, President
Bay State Trail Riders Association	State Horse Council	Becky J. Kalagher, President
California State Horseman's Association	State Horse Council	
Colorado State Horsemen's Association	State Horse Council	Libby Graham, Executive Director
Connecticut Horse Council, Inc.	State Horse Council	Stewart Beckett, DVM, President
Delaware Equine Council	State Horse Council	Susan Truehart
Georgia Horse Council	State Horse Council	Dr. Gary Heusner
Greater Houston Horse Council	State Horse Council	Jerry Thames
Horse Council of Nevada, Inc.	State Horse Council	Lou Godino, Treasurer
Horsemen's Council of Illinois	State Horse Council	Paul Briney, President
Idaho Horse Council	State Horse Council	
Indiana Horse Council, Inc.	State Horse Council	Mindi Vaughn, Administrative Assistant
Iowa Horse Industry Council	State Horse Council	Sally Blount

Organization	Type	Contact Name, Title
Kansas Horse Council	State Horse Council	Lise Murchison, Executive Director
Kentucky Horse Council	State Horse Council	Liza Holland, Executive Director
Maine Equine Advisory Council	State Horse Council	Krupinsky, Jacquelyn S.
Maine Equine Industry Association	State Horse Council	Jon Olson
Maryland Horse Council	State Horse Council	Crystal Brumme
Michigan Horse Council	State Horse Council	Jeff Kalman
Minnesota Horse Council	State Horse Council	Mary Payden, Executive Secretary
Mississippi Horse Council	State Horse Council	Helen Fleming
Missouri Equine Council	State Horse Council	Ellen G. Valagene
Nassau-Suffolk Horsemen's Association	State-Horse Council	Dr. Cyla Allison, President
Nebraska Horse Council	State Horse Council	Wayne Kramer, President
New England Horsemen's Council	State Horse Council	Geraldine S. Reeve, Secretary
New Hampshire Horse Council	State Horse Council	Dorothy Allen
New Hampshire Horse Council	State Horse Council	Lisa Oden, President
New Mexico Horse Council	State Horse Council	Valerie Cole, Secretary
New York State Horse Council, Inc.	State Horse Council	George W. King
North Carolina Horse Council	State Horse Council	Carlyle F. Teague
Ohio Horseman's Council	State Horse Council	Ed Rannebarger, President
Oklahoma Horse Industry Council Inc.	State Horse Council	Donna Watson
Oregon Horse Council	State Horse Council	Laura Wyant
Oregon Horsemen's Association	State Horse Council	Judy Rutland, Executive Secretary
Palm Beach County Horse Industry Council, Inc.	State Horse Council	Daniel R. Coffman, President
Pennsylvania Equine Council	State Horse Council	Sandy, Forester, Secretary

Organization	Type	Contact Name, Title
South Dakota Horse Council	State Horse Council	Gene Carr, President
Sunshine State Horse Council, Inc.	State Horse Council	Jeanne Cornele, President
Tennessee Horse Council	State Horse Council	Christine Sunde, President
Utah Horse Council	State Horse Council	Merl Thurgood
Vermont Horse Council	State Horse Council	Eli or Anita Norman, Executive Director
Virginia Horse Council	State Horse Council	Alice Alley
Washington State Horse Council	State Horse Council	Sharon Call, Secretary
West Virginia Horse Council	State Horse Council	Donna J. Overton
Wisconsin State Horse Council	State Horse Council	Christine Behl, Executive Secretary
Wyoming Horse Council	State Horse Council	
	State Horse Specialist	Dr. C. Melvin Reitnour Delaware State Hors Specialist
	State Horse Specialist	Dr. O. Frederick Harper, Tennessee State Horse Specialist
New Jersey Dept. of Agriculture	State Horse Specialist	Lynn Mathews, New Jerse State Horse Specialist
North Carolina Dept. of Agriculture	State Horse Specialist	Steve Mobley, North Carolina State Horse Specialist
Oklahoma State University	State Horse Specialist	David Freeman, Oklahoma State Horse Specialist
South Carolina Dept. of Agriculture	State Horse Specialist	Mary Ellen Tobias, South Carolina State Horse Specialist
Tennessee Dept. of Agriculture	State Horse Specialist	Margie Baker, Agricultural Marketing Specialist
Texas A&M University	State Horse Specialist	Doug Householder, Professor & Extension Horse Specialist/Texas Agricultural Extension Service
University of Maryland	State Horse Specialist	Dr. Malcolm Commer Maryland State Hors Specialist

Organization	Type	Contact Name, Title
Virginia Dept. of Agriculture and Consumer Services	State Horse Specialist	Andrea S. Heid, Virginia State Horse Specialist
	Trainer/Breeder	Martin Cohen, Judge/Course Design/Stewart & Clinics
	Trainer/Breeder	Melissa Bradley-Pollock, Amateur/Youth Hunt Seat/Western
5B Quarter Horses	Trainer/Breeder	Brent Naylor, Head Trainer – Reiners
Albuquerque Vaulters	Trainer/Breeder	Merr Cole, Vaulting
Alternative Farms	Trainer/Breeder	Dennis Henderson, Hunter/Jumper
Anderson QH Farm	Trainer/Breeder	Pat Anderson, Eastern/Western Instruction
Anderson Training Stables	Trainer/Breeder	Jay Dee or Janis Anderson, Reiners
Angel Creek Equestrian Center	Trainer/Breeder	Tonja Dausend, Dressage/Western Pleasure/Hunt Seat
Ben Balow Training Stables	Trainer/Breeder	Ben Balow, Reining/Cutting Horse Trainer
Bentwood Equestrian Center	Trainer/Breeder	Michael G. Allen, Hunter/Jumper
Brawley Farms	Trainer/Breeder	Bob or Judy Brawley, Hunter/Jumper/Sadles/ Clinics
Caspian Stables	Trainer/Breeder	Arsia Ardalan, Hunter/Jumper Training
Chestnut Hills Eq. Center	Trainer/Breeder	Shayne Berridge, Hunter/Jumper/ Equitation/Riding School
Cold Spring Farm	Trainer/Breeder	Peter Phinny, Reining Breeder
Cool Creek Ranch	Trainer/Breeder	Rachel Cox, Reining Breeder
Dan Stark Performance Horses	Trainer/Breeder	Dan Stark, Starting & Reiners Trainer
Desert Fox Farm	Trainer/Breeder	Jackie Nicponski, Hunter/Jumper Farm Trainer
Eddie Biegler Horse Training	Trainer/Breeder	Eddie Biegler, All-Around Horse Trainer
Equibest Equistrian Center	Trainer/Breeder	Sharon Stewart-Wells, Hunter/Jumper

Organization	Type	Contact Name, Title
Equinox Farms	Trainer/Breeder	Susan J. Frank, Hunter/Jumper
Fresh Horse Farm	Trainer/Breeder	Mark & Patti Blackwell, Reining Breeder
Full Circle Farm – Located at Horsepark of Del Mar	Trainer/Breeder	Liza Applebaum
Gold Medal Jumps + Training	Trainer/Breeder	David Meacham, Show Jumper/Hunter
Goodnight Riding School	Trainer/Breeder	Julie Goodnight, Riding School Programs
Hollie Marshall Training Stables	Trainer/Breeder	
Hunter Hill Farm	Trainer/Breeder	Sandi Nisson, Breaking and Problem Horse Specialist, Sales
Hunters/Jumpers – green horses	Trainer/Breeder	Davie Wright, Hunter's Court
Hunterville Quality Training & Instruction	Trainer/Breeder	Patty Ball, Equitation/Hunter/ Jumper
In Your Dreams	Trainer/Breeder	Heather Steinmean, Hunter/Jumper & Handicapped Riders Program
John Lyons Symposium, Inc.	Trainer/Breeder	Josh Lyons, All-Around
Jus-Ran Farm	Trainer/Breeder	Frank Calzavara, Starting Young Sport Horses/ Behavior Problems
Knoble Wood Cutting Horses	Trainer/Breeder	
L.A. Equestrian Center	Trainer/Breeder	Rosey Reed, All-Around
Legacy	Trainer/Breeder	Shelly Kerron, On-Site Trainer, Hunter/Jumper Training
Parelli Natural Horsemanship	Trainer/Breeder	Lee Smith, Qualified in Private & Horse
Parelli Natural Horsemanship	Trainer/Breeder	David Lichman, Qualified in Private & Horse
Parelli Natural Horsemanship	Trainer/Breeder	Barbara Apple, Qualified in Private & Course
Parelli Natural Horsemanship	Trainer/Breeder	Dave Ellis, Qualified in Private & Course
Quadrivium	Trainer/Breeder	Paige Barnett, Freelance Combined Training/Hunt Seat
Rammerstorfer Training	Trainer/Breeder	Elizabeth or Christian Rammerstorfer, Reiners

Organization	Type	Contact Name, Title
Ray Hunt – Master of Communication	Trainer/Breeder	Julie Ristau, All-Around
Sand Creek Training & Tack	Trainer/Breeder	Lisa R. Herman
Scott Seeklander Horse Training	Trainer/Breeder	Scott Seeklander, Reining/Cutting Working Cowhorses
Smoke Tree Ranch	Trainer/Breeder	Betty Beran, Hunter/Jumper Sales, Judge
Sunset Ridge Farm	Trainer/Breeder	Marieke Traylor-Cox, Bridleless-Hunter/Jumper/ Equitation/Dressage Eventing-Western Breeding
Talisman Farms	Trainer/Breeder	Anthony Ciesielsky, Hunter/Jumper, Dressage
Third Charm Farm	Trainer/Breeder	Jennifer Sullivan, Certified Instructor – Jumper/Hunter Seat/Dressage Training
Todd Crawford Performance Horses	Trainer/Breeder	Todd Crawford, Reining/Cutting Horse Trainer
Twelve Oaks Equestrian Instruction	Trainer/Breeder	Richard Watson, Dressage/Jumper/ Combined Training
Twisted Tree Farm, LLC	Trainer/Breeder	Janet Murray, Hunter/Jumper
Ward Ranch	Trainer/Breeder	John Ward, Reining/Cutting Horse Trainer/Breeder
Wolfstone Stables & Sales	Trainer/Breeder	Schuyler Riley, Sales and Training

APPENDIX IV – FULL REPORT OF CLARITAS SEGMENTATION

DETAILED FINDINGS
1. "WHO" ARE ADOPTERS?

Fleishman-Hillard Research purchased geodemographic analyses from Claritas in an effort to characterize the lifestyles of adopters of wild horses and burros and to determine market potential. Claritas uses geodemographic data (PRIZM), which links demographic and lifestyle information to geographic areas. The PRIZM geodemographic segmentation system categorizes all U.S. neighborhoods/ communities into 62 types, or clusters. Each cluster is linked to information on demographic, lifestyle, media, financial, and product characteristics from many public and private information sources including the U.S. Census and Bureau of Labor Statistics, newspapers, Geographic Data Technologies, etc.[2] The 62 clusters are grouped into 15 social groups indicated by their degree of urbanization (see Table 1).

Table 1: PRIZM System Clusters by Social Group

Degree or Urbanization	Social Groups as Indicated by Degree of Urbanization*	Represent Wild Horse/Burro Adopters?
Urban	♦ Urban Uptown ♦ Urban Midscale ♦ Urban Cores	
Suburban	♦ Elite Suburbs ♦ The Affluentials ♦ Inner Suburbs	
Second City	♦ Second City Society ♦ Second City Centers ♦ Second City Blues	
Town	♦ Landed Gentry ♦ Exurban Blues ♦ Working Towns	YES: 19.8% of all past BLM WHB Adopters
Rural	♦ Country Families ♦ Heartlanders ♦ Rustic Living	YES: 59.8% of all past BLM WHB Adopters

*Ranked by affluence within urbanization categories, i.e., the Urban Uptown cluster is the most affluent urban cluster.

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[2] The Claritas, Inc. report, including detailed description of the geodemographic analysis methodology, accompanies this summary report under separate cover.

The Strongest Correlation

The geodemographic analysis shows a large proportion of wild horse and burro adopters are American Heartlanders.

Many wild horse/burro adopters live in the American Heartland. To put this into perspective, less than four percent (3.7%) of all U.S. households are located in the American Heartland social group, but nearly twenty percent (19.7%) of all households who are past adopters of wild horses/burros live in Heartland neighborhoods/communities (see Table 2 on page 9).[3] Households that are located in Grain Belt neighborhoods/communities are 5.39 (Index = 539) times as likely (or 439% more likely) than the average U.S. household to be wild horse/burro adopters, and Agri-Business households are 5.38 times as likely than the average U.S. household to be wild horse/burro adopters.[4]

The two rural neighborhood/community clusters of the Heartlander social group -- the ***Grain Belt*** and ***Agri-Business*** clusters -- describe the nation's agrarian heartland that is centered in the Great Plains, and in the South Central, Mountain, and Pacific regions, with a few pockets in the East. These clusters are comparatively self-sufficient with a low cost of living. They are composed of large, multi-generation families living in low-density houses and mobile homes. They are a mix of independent Hispanics and Native Americans.

- **The Grain Belt Cluster** comprises farm owners and tenants (see Table 3 on page 10). The lifestyle for people in the Grain Belt cluster is tied to the land. The cluster is mostly self-sufficient, family- and home-centered, and in the lower-middle income level, or socio-economic category. The cluster's predominant age groups are under 18 years of age and 55 years of age and older, and the cluster is predominantly white, with a high proportion of Hispanic and some Native American composition. The education level of this

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[3] The PRIZM analysis system calculates percent composition, which shows the share of total adopters in a given neighborhood/community type. A cluster or cluster group with a higher percent composition for wild horses is contributing more to adoptions than one with a lower percent composition.

[4] The PRIZM analysis system calculates index of concentration, which shows the extent to which adopters are concentrated in a given neighborhood or community type, in relation to an average of 100. An index of 100 indicates a type of neighborhood/community that is no more nor less likely than average to adopt wild horses, while a high index indicates a high adoption rate. The higher the index above 100, the better the cluster or cluster group is for adopting wild horses.

cluster is high school or less. The cluster is geographically centered in the Great Plains and South Central section of the United States.

- **The Agri-Business Cluster** comprises rural farm town and ranch families. The Agri-Business Cluster has very large families with lots of kids and animals. Agri-business occupations are farming, forestry, fishing, ranching, mining, and other blue-collar employment. Most of this cluster's individuals are high school graduates and have attended college. The cluster is in the middle income level, or socio-economic category. The cluster's predominant age groups are under 18 years of age and 45-64 years of age and the cluster is predominantly white. Geographically, this cluster stretches from Lake Michigan to the Pacific.

A Wider View

Other neighborhood/community clusters with a higher-than-average likelihood to contain adopters are in the:

- **Rustic Living,**
- **Country Families,**
- **Working Town,**
- **Exurban Blues, and**
- **Landed Gentry social groups.**

While the American Heartland neighborhood/community clusters make up nearly twenty percent of wild horse adopters, the Rustic Living, Country Families, Working Town, Exurban Blues, and Landed Gentry social groups combined comprise 60% of wild horse adopters (see Table 2 on page 9). These social groups are rural and town neighborhoods/communities.

Table 2: Top Twenty Clusters with a Higher-Than-Average Likelihood to Contain Wild Horse/Burro Adopters (ranked high to low)

Cluster	Index of Concentration	Percent of all U.S. Households	Percent of All Past BLM WHB Adopters
1. Grain Belt	539	2.2%	11.9%
2. Agri-Business	538	1.5%	7.8%
Cumulative Total		**3.7%**	**19.7%**

The two clusters of the American Heartland neighborhoods/communities represent 3.7% of all U.S. households, but nearly twenty percent (19.7%) of all households of past adopters.

3. Rustic Elders	280	1.9%	5.4%
4. Blue Highways	277	2.0%	5.4%
5. Big Sky Families	276	1.5%	4.2%
6. Hard Scrabble	274	2.0%	5.4%
7. River City, USA	271	1.8%	4.9%
8. Back Country Folks	265	2.2%	5.8%
9. New Eco-topia	242	0.9%	2.2%
10. Shotguns & Pickups	222	1.9%	4.3%
Cumulative Total		**17.9%**	**57.3%**

The above ten clusters of the American Heartland, Rustic Living, and Country Families neighborhoods/communities represent 17.9% of all U.S. households, but 57.3% of all households of past adopters.

11. Scrub Pine Flats	167	1.5	2.5
12. Rural Industria	136	1.7	2.3
13. God's Country	134	2.7	3.6
14. Red, White & Blues	120	1.8	2.2
15. Middle America	120	2.3	2.7
16. New Homesteaders	117	1.7	2.0
17. Big Fish, Small Pond	113	1.4	1.5
18. Mines & Mills	105	2.2	2.3
19. Greenbelt Families	101	1.5	1.5
20. Golden Ponds	101	1.6	1.7
Cumulative Total		**36.3%**	**79.6%**

The above twenty clusters of the American Heartland, Rustic Living Country Families, Working Town, Landed Gentry, and Exurban Blues neighborhoods/communities represent 36.3% of all U.S. households, but 79.6% of all households of past adopters.

Table 3: General Demographics Descriptors of Top Twenty Clusters with a Higher-Than-Average Likelihood to Contain Wild Horse/Burro Adopters (ranked high to low)

	Demographic Descriptors				
PRIZM Cluster	Income Level	Cluster Type	Household Composition	Adult Age	Education Level
Grain Belt	Lower Middle	Farms	Families/Couples	Mix	<=HS*
Agri-Business	Middle	Farms	Families/Couples	45-64	HS/College
Rustic Elders	Lower Middle	Rural	Singles/Couples	55+	HS
Blue Highways	Lower Middle	Rural	Families/Couples	35-54	HS
Big Sky Families	Upper Middle	Rural	Families/Couples	35-64	HS/College
Hard Scrabble	Poor	Rural	Singles/Families	55+	<=HS
River City, USA	Middle	Rural	Families/Couples	45-54	HS
Back Country Folks	Lower Middle	Rural	Families/Couples	Mix	<=HS
New Eco-topia	Middle	Rural	Families/Couples	45+	College
Shotguns & Pickups	Middle	Rural	Families/Couples	Mix	HS
Scrub Pine Flats	Poor	Rural	Families	55+	<=HS
Rural Industria	Lower Middle	Town	Families	25-34	<=HS
God's Country	Affluent	Town	Families/Couples	35-64	College
Red, White & Blues	Middle	Town	Families/Couples	Mix	HS
Middle America	Middle	Town	Families/Couples	35-54	HS/College
New Homesteaders	Middle	Town	Families/Couples	35+	College
Big Fish, Small Pond	Upper Middle	Town	Families/Couples	45-64	College
Mines & Mills	Poor	Town	Singles/Couples	65+	<=HS
Greenbelt Families	Upper Middle	Town	Families/Couples	35-54	College
Golden Ponds	Lower Middle	Town	Singles/Couples	65+	HS/College

* High school or less

A. The Rustic Living Social Group

Households of all five neighborhood/community clusters of the Rustic Living social group have a higher-than-average likelihood to be wild horse/burro adopters. These neighborhood/community clusters describe country towns, villages, and reservations scattered across the United States. The group's clusters have lower-middle incomes and a low cost of living. This group's married couples and elders work as craftspersons and laborers in agriculture, mining, transportation, and construction.

- **The Rustic Elder Cluster** (with an Index of Concentration of 280 -- 2.8 times as likely than the average U.S. household to be wild horse/burro adopters) includes low-income, older, rural couples. This cluster is the third-oldest cluster in the U.S. Although the lifestyle of people in this cluster is "country," there is a notably high index for health walking, golf, and boating. The cluster's predominant age group is 55 years of age and older, and the cluster is predominantly white. The cluster is in the lower-middle income level, or socio-economic category.
- **The Blue Highways Cluster** (Index of Concentration of 277) is comprised of moderate blue-collar and farm families. This cluster follows older, remote roads through the mountains and along the coasts, deserts, and lake shores. The cluster's families are young with many children. The people hunt and fish, attend tractor pulls, and like country music and camping. The cluster is in the lower-middle income level, or socio-economic category, the predominant age group is under 18 years of age, and the cluster is predominantly white with a high index of Native Americans.
- **The Hard Scrabble Cluster** (Index of Concentration of 274) is comprised of older families in poor, isolated areas. Life is hard for the people in this poor, rural cluster. Mining occupations and chewing tobacco show a high index for this cluster, which is in the poor income level category. The predominant age groups are 6-17 years of age and 65 years of age and older. The cluster is predominantly white with a high index of Native Americans.

Geographically this cluster reaches from Appalachia to the Colorado Rockies and from the Texas border to the Dakota badlands.

- **The Back Country Folks Cluster** (Index of Concentration of 265) includes remote rural and town families. These are the most blue-collar neighborhoods in America. The cluster is in the lower-middle income level category, is predominantly white, and the predominant age groups are 6-17 years of age and 55+ years of age. Geographically, the cluster is centered in the Eastern uplands, stretching from the Pennsylvania Poconos to the Arkansas Ozarks. Centered in the Bible Belt, people in this cluster enjoy Christian and country music.

- **The Scrub Pine Flats Cluster** (Index of Concentration of 167) includes older, African-American farm families. This cluster represents sleepy rural agrarian communities that are predominantly black, in the poor income level category, and composed primarily of people 55+ years of age. Geographically, this cluster is found mainly in the coastal flatlands of the Atlantic and Gulf states from the James to the Mississippi rivers.

B. The Country Families Social Group

Households of the neighborhood/community clusters of the rural Country Families social group also have a higher-than-average likelihood to be wild horse/burro adopters. These neighborhood/community clusters describe small towns and remote exurbs. The group's clusters have middle to upper-middle incomes and a low cost of living. This group's white, married couples – many with children – work in industrial and agrarian occupations.

- **The Big Sky Families Cluster** (with an Index of Concentration of 276 -- 2.76 times as likely than the average U.S. household to be wild horse/burro adopters) comprises midscale couples, kids, and farmland. The people are well-paid craftsmen, machinists, and builders. The cluster's family-centered lifestyles focus on hobbies, hunting, and boating. Most people are high school graduates or have attended college. The cluster's predominant age groups are under 18 years of age and 35-64 years of age. The cluster is in the upper-middle income level, or socio-economic category. The cluster is

found in the scenic locales of New England, the Tidewater, the Great Lakes region, and the Rockies.

- **The River City, USA Cluster** (Index of Concentration of 271) includes middle-class, rural families living in New England and the Mohawk Valley through the corn, grain, and dairy belts to the Pacific orchards. The people are solid, blue-collar workers raising their children in single-family homes. Most people are high school graduates or have attended some college, are in the middle income level category, and the primary age groups are under 18 years of age and 45-54 years of age.
- **The New Eco-topia Cluster** (Index of Concentration of 242) includes rural, white- and blue-collar and farm families. The cluster is in the middle income level category, and the primary age group is 45 years of age and older. The cluster is found in the pristine areas of the Northern Pacific, the Rockies, and northern New England. The people have above-average educations and a high index of personal computer ownership reflect the high-tech industries of the areas where they live.
- **The Shotguns & Pickups Cluster** (Index of Concentration of 222) represents rural, blue-collar workers and their families. Most people are married with school-age children. They are church-goers who also enjoy hunting, bowling, sewing, and attending auto races. The cluster is in the middle income level category. The cluster is found in the Northeast, the Southeast, the Great Lakes, and the Piedmont industrial regions of the U.S.

C. The Working Town Social Group

Households of the neighborhood/community clusters of the Working Town social group have a higher-than-average likelihood to be wild horse/burro adopters. These neighborhood/community clusters describe the remote exurbs and satellite towns found outside major metropolitan areas and second cities. The clusters of this social group have lower education levels and incomes and work in blue-collar occupations. They enjoy crafts and church.

- **The Rural Industria Cluster** (with an Index of Concentration of 136 -- 1.36 times as likely than the average U.S. household to be wild horse/burro

adopters) comprises low-income, blue-collar families. Low-cost, non-union labor proliferates in this cluster. The cluster is predominantly white with an above-average index of Hispanic ancestry. The cluster is in the lower-middle income level category, and includes the hundreds of blue-collar mill towns of America's back roads. The predominant age group is under 18 years of age.

- **The Mines & Mills Cluster** (Index of Concentration of 105) includes older families in mine and mill towns. The neighborhoods/communities are in the Appalachians, across the Ozarks to Arizona, and up the Missouri River to the Montana coal fields. The population is white, older, and mostly single with few children. The cluster is in the poor income level category.
- **The Golden Ponds Cluster** (Index of Concentration of 101) comprises retirement town seniors. These white seniors have retired to the scenic rustic towns near coastal, mountain, valley, and lake areas coast to coast. They are less affluent than other retirees. The cluster is in the lower-middle income level category.

D. The Exurban Blues Social Group

Households of the neighborhood/community clusters of the Exurban Blues social group describe the midscale, low-density towns on the outskirts of major metropolitan areas and second cities. The clusters are predominantly white, and the people are married and raising kids.

- **The Red, White & Blues Cluster** (with an Index of Concentration of 120 -- 1.2 times as likely than the average U.S. household to be wild horse/burro adopters) comprises small town, blue-collar families. The people are skilled workers in mining, milling, manufacturing, and construction jobs. The people love the outdoors, and live in the industrial areas found around the Great Lakes, the Appalachians, and the Western highlands. The cluster is in the middle income level category.
- **The Middle America Cluster** (Index of Concentration of 120) is made up of midscale families in midsize towns. The cluster includes family neighborhoods with many married couples. Busy with kids and dogs, the people enjoy fast food, sports, fishing, camping, and television. Middle

America families are found across the U.S. The cluster is in the middle income level category. The predominant age groups are under 18 years of age and 35-54 years of age.

- **The New Homesteaders Cluster** (Index of Concentration of 117) comprises young, middle-class families. The people are professionals and executives who work in local service fields of administration, communications, health, and retail. The younger married couples have children. The lifestyle is homespun with a focus on camping, crafts, and sports. The cluster is in the middle income level, predominantly white, and the primary age group is 35+ years of age.

E. The Landed Gentry Social Group

Households of the neighborhood/community clusters of the Landed Gentry social group describe large, multi-income families with school-age kids, headed by well-educated executives, professionals, and "techies." The clusters are found far outside major metropolitan areas in America's most spectacular coast areas and uplands. This is a largely affluent group.

- **The God's Country Cluster** (with an Index of Concentration of 134 -- 1.34 times as likely than the average U.S. household to be wild horse/burro adopters) comprises executive, exurban families who prefer to live away from the city. They are well-educated professionals and white-collar managers. Dual incomes support an active lifestyle that is centered around family and the outdoors. The cluster is predominantly white, primarily 35-64 years of age, and in the affluent income level category.
- **The Greenbelt Families Cluster** (Index of Concentration of 101) is also made up of small-town executive families. The people are heavily mortgaged, married couples with lots of kids. The cluster is predominantly white, primarily 35-54 years of age, and in the upper-middle income level category.

The PRIZM analysis results for adopters of adoption-challenged animals are nearly exactly the same as the analysis results for the entire database of adopters.

As with the entire database of past adopters, adopters of adoption-challenged horses make up rural and town clusters (see Table 4). Rural clusters make up 67.5% of adoption-challenged wild horse/burro adopters. Overall, the profiles of adoption-challenged horse adopters is nearly the same as all adopters.

Table 4: PRIZM System Clusters by Social Group

Degree or Urbanization	Social Groups as Indicated by Degree of Urbanization*	Represent Adoption-Challenged Horse/Burro Adopters?
Urban	♦ Urban Uptown ♦ Urban Midscale ♦ Urban Cores	
Suburban	♦ Elite Suburbs ♦ The Affluentials ♦ Inner Suburbs	
Second City	♦ Second City Society ♦ Second City Centers ♦ Second City Blues	
Town	♦ Landed Gentry ♦ Exurban Blues ♦ Working Towns	YES: 10.1% of all past BLM WH&B adopters of animals 6 or more years of age
Rural	♦ Country Families ♦ Heartlanders ♦ Rustic Living	YES: 67.5% of all past BLM WH&B adopters of animals 6 or more years of age

*Ranked by affluence within urbanization categories, i.e., the Urban Uptown cluster is the most affluent urban cluster.

Within the rural social groups, the Heartlander clusters demonstrate the highest Indices of Concentration (see Table 5 on page 18 and Table 6 on page 19). That is, households that are located in Grain Belt neighborhoods/ communities are 6.83 (Index = 683) times as likely (or 583% more likely) than the average U.S. household to be adoption-challenged wild horse/burro adopters, and Agri-Business households are 5.37 times as likely than the average U.S. household to be adoption-challenged wild horse/burro adopters.

Table 5: Top Sixteen Clusters with a Higher-Than-Average Likelihood to Contain Adoption-Challenged Wild Horse/Burro Adopters (ranked high to low)

Cluster	Index of Concentration	Percent of all U.S. Households	Percent of All Past BLM WH&B Adopters of Horses 6+ Years of Age
1. Grain Belt	683	2.2%	15.1%
2. Agri-Business	537	1.5%	7.8%
Cumulative Total		**3.7%**	**22.9%**

The two clusters of the Heartlander neighborhoods/communities represent 3.7% of all U.S. households, but nearly one-fourth (22.9%) of all households of past adopters.

3. Hard Scrabble	383	2.0%	7.6%
4. Rustic Elders	356	1.9%	6.9%
5. Blue Highways	320	2.0%	6.2%
6. Back Country Folks	293	2.2%	6.4%
7. River City, USA	254	1.8%	4.6%
8. Big Sky Families	247	1.5%	3.8%
9. New Eco-topia	244	0.9%	2.2%
10. Shotguns & Pickups	204	1.9%	3.9%
11. Scrub Pine Flats	195	1.5%	3.0%
Cumulative Total		**19.4%**	**67.5%**

The above ten clusters of the American Heartland, Rustic Living and Country Families neighborhoods/communities represent 19.4% of all U.S. households, but 67.5% of all households of past adopters.

12. Rural Industria	134	1.7	2.3%
13. Red, White and Blues	110	1.8	2.0%
14. New Homesteaders	106	1.7	1.8%
15. Mines & Mills	105	2.2	2.3%
16. Golden Ponds	102	1.6	1.7%
Cumulative Total		**28.4%**	**77.6%**

The above sixteen clusters of the American Heartland, Rustic Living Country Families, Working Town, and Ex-Urban Blues neighborhoods/communities represent 28.4% of all U.S. households, but 77.6% of all households of past adopters.

Table 6: General Demographics Descriptors of Top Sixteen Clusters with a Higher-Than-Average Likelihood to Contain Adoption-Challenged Wild Horse/Burro Adopters (ranked high to low)

	Demographic Descriptors				
PRIZM Cluster	**Income Level**	**Cluster Type**	**Household Composition**	**Adult Age**	**Education Level**
Grain Belt	Lower Middle	Farms	Families/Couples	Mix	<=HS*
Agri-Business	Middle	Farms	Families/Couples	45-64	HS/College
Hard Scrabble	Poor	Rural	Singles/Families	55+	<=HS
Rustic Elders	Lower Middle	Rural	Singles/Couples	55+	HS
Blue Highways	Lower Middle	Rural	Families/Couples	35-54	HS
Back Country Folks	Lower Middle	Rural	Families/Couples	Mix	<=HS
River City, USA	Middle	Rural	Families/Couples	45-54	HS
Big Sky Families	Upper Middle	Rural	Families/Couples	35-64	HS/College
New Eco-topia	Middle	Rural	Families/Couples	45+	College
Shotguns & Pickups	Middle	Rural	Families/Couples	Mix	HS
Scrub Pine Flats	Poor	Rural	Families	55+	<=HS
Rural Industria	Lower Middle	Town	Families	25-34	<=HS
Red, White & Blues	Middle	Town	Families/Couples	Mix	HS
New Homesteaders	Middle	Town	Families/Couples	35+	College
Mines & Mills	Poor	Town	Singles/Couples	65+	<=HS
Golden Ponds	Lower Middle	Town	Singles/Couples	65+	HS/College

* High school or less

2. "WHAT" ARE ADOPTERS LIKE?

Neighborhoods/communities with the heaviest concentrations of wild horse/burro adopters also contain the heaviest concentrations of people who work in the agriculture/forestry/fishing/mining industries, listen to country music, own pets, and hunt.

For the entire adopter database, the PRIZM analysis calculated Rank Order Correlations (ROC), which indicate the concentrations of different behavior profiles (more than 700 are examined) with profiles of adopters.[5] The ROC report indicates the characteristics of the neighborhoods/communities where target adopters live, which are usually, but not always, the characteristics of individual target adopters or adopter households (see Table 7).

Table 7: Demographic, Lifestyle and Media Profiles of Neighborhoods/Communities that Contain Heavy Concentrations of Wild Horse/Burro Adopters

Demographic, Lifestyle and Media Profiles	**Strong Positive Correlation (+0.50 or above) with Neighborhoods/ Communities Containing Adopters of Wild Horses/Burros**
Country music audience	.910
Agriculture/forestry/fishing/mining industries	.890
Own rifle/shotgun	.880
Watched TNN in the last week	.870
Go fresh water fishing	.850
Purchased dog food in the last 6 months	.840
Go hunting with gun	.830
Read fishing/hunting magazines	.830
Purchase flea/tick products	.820
Farming occupations	.810
Own a dog	.810
Watched country music TV in last week	.810
Own an outboard motor	.800
Watch TV auto racing	.790
Purchased cat food in the last six months	.770

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[5] A correlation of +0.50 and above is evidence of a strong positive correlation.

Table 7 (continued): Demographic, Lifestyle and Media Profiles of Neighborhoods/Communities that Contain Heavy Concentrations of Wild Horse/Burro Adopters

Demographic, Lifestyle and Media Profiles	Strong Positive Correlation (+0.50 or above) with Neighborhoods/ Communities Containing Adopters of Wild Horses/Burros
Own a hand gun	.760
Construction industry	.750
4+ overnight camp trips	.740
Buy country music	.740
Watched weather channel in last week	.730
Own a cat	.720
Read classified section	.720
Own pets	.710
Sewn from patterns in the last six months	.710
High school graduate	.700
Craft and precision occupations	.680
Rent/buy videos	.680
Married persons	.630
Watched TBS in last week	.630
Households with 3+ vehicles	.600
Watched ESPN in last week	.600
Read comics section	.580
Watch TV Monday-Friday 6 am – 7 am	.580
Households with children, married parents	.570
Watched Discovery Channel in last week	.550
Watched Home & Garden on TV in last week	.550
Watched Disney Channel in last week	.530
Watched USA Network in last week	.530
Children ages 14-17	.520
Durable manufacturing	.510

3. "WHERE" DO ADOPTERS LIVE?

According to the PRIZM analysis, a total of 157 metropolitan statistical areas have higher-than average market potential for wild horse/burro adopters.

The PRIZM analysis system calculates a market potential index (MPI) that shows the market potential for a profile of wild horse adopters for metropolitan statistical areas in the U.S. Each of the MPI values shown in the following table (Table 8) is a national index of the propensity to be wild horse adopters, weighted to reflect the PRIZM clusters present within the market. Only those MSAs with an MPI value of more than 100 (higher-than-average) for all adopters are presented.

For example, the following table shows that the Merced, California MSA should be one of the best markets for reaching wild horse adopters, based on demographics alone. The MPI of 233 shows that residents of this MSA should be 133% more likely than the national average to be wild horse adopters.

Table 8: Metropolitan Statistical Areas (MSAs) with Higher-than-Average Market Potential* (ranked high to low by MPI for the entire adopter database)

	Market Potential Index (MPI)	
Full Metropolitan Statistical Area (MSA) Name	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**
Merced, CA MSA	233	261
Yakima, WA MSA	226	254
Visalia-Tulare-Porterville, CA MSA	224	254
Wausau, WI MSA	202	204
Glens Falls, NY MSA	196	204
Greeley, CO PMSA	195	194
St. Cloud, MN MSA	194	207
Eau Claire, WI MSA	184	199
Yuba City, CA MSA	172	184
Sherman-Denison, TX MSA	170	177

*Higher-than-average market potential is shown by MPI values of more than 100.

Table 8 (continued) Metropolitan Statistical Areas (MSAs) with Higher-than-Average Market Potential* (ranked high to low by MPI for the entire adopter database)

Full Metropolitan Statistical Area (MSA) Name	Market Potential Index (MPI)	
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals
Joplin, MO MSA	169	182
Johnstown, PA MSA	164	185
Fort Smith, AR-OK MSA	163	178
Decatur, AL MSA	162	166
Jamestown, NY MSA	160	167
Grand Forks, ND-MN MSA	157	171
Houma, LA MSA	157	169
Jonesboro, AR MSA	155	169
La Crosse, WI-MN MSA	155	155
Fayetteville-Springdale-Rogers, AR MSA	154	161
Yuma, AZ MSA	154	180
Johnson City-Kingsport-Bristol, TN-VA MSA	153	165
Flagstaff, AZ-UT MSA	151	160
Las Cruces, NM MSA	150	165
Florence, AL MSA	149	155
Sharon, PA MSA	149	156
Goldsboro, NC MSA	148	151
Texarkana, TX-Texarkana, AR MSA	148	156
Dothan, AL MSA	146	149
Hickory-Morganton-Lenoir, NC MSA	144	139
Terre Haute, IN MSA	144	144
Huntington-Ashland, WV-KY-OH MSA	144	159
Florence, SC MSA	144	147
Duluth-Superior, MN-WI MSA	143	149
Lima, OH MSA	143	136
Cumberland, MD-WV MSA	143	154
Bakersfield, CA MSA	143	155
Myrtle Beach, SC MSA	142	149
Longview-Marshall, TX MSA	142	151
Anniston, AL MSA	142	141
Charlottesville, VA MSA	140	133
Jacksonville, NC MSA	140	140
Dubuque, IA MSA	139	138
Rocky Mount, NC MSA	139	146

*Higher-than-average market potential is shown by MPI values of more than 100.

Table 8 (continued) Metropolitan Statistical Areas (MSAs) with Higher-than-Average Market Potential* (ranked high to low by MPI for the entire adopter database)

Full Metropolitan Statistical Area (MSA) Name	**Market Potential Index (MPI)**	
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**
Ocala, FL MSA	139	156
Utica-Rome, NY MSA	139	140
Dover, DE MSA	138	128
Wheeling, WV-OH MSA	137	146
Steubenville-Weirton, OH-WV MSA	137	141
Brazoria, TX PMSA	137	124
Fresno, CA MSA	137	149
Lynchburg, VA MSA	137	134
Enid, OK MSA	137	139
Jackson, MI MSA	137	127
St. Joseph, MO MSA	136	138
Bellingham, WA MSA	136	127
Alexandria, LA MSA	135	145
Medford-Ashland, OR MSA	134	143
Gadsden, AL MSA	134	134
Elkhart-Goshen, IN MSA	133	120
Jackson, TN MSA	132	130
Bangor, ME MSA	131	125
Altoona, PA MSA	130	135
State College, PA MSA	130	123
Clarksville-Hopkinsville, TN-KY MSA	130	125
Parkersburg-Marietta, WV-OH MSA	130	130
Redding, CA MSA	129	128
Danville, VA MSA	128	137
Sheboygan, WI MSA	128	115
Asheville, NC MSA	128	127
Portsmouth-Rochester, NH-ME PMSA	128	109
Charleston, WV MSA	128	134
Hattiesburg, MS MSA	128	135
Springfield, MO MSA	128	132
Kankakee, IL PMSA	127	123
Williamsport, PA MSA	127	127
Salem, OR PMSA	125	122
San Luis Obispo-Atascadero-Paso Robles, CA MSA	123	113
Athens, GA MSA	123	121

*Higher-than-average market potential is shown by MPI values of more than 100.

Table 8 (continued) Metropolitan Statistical Areas (MSAs) with Higher-than-Average Market Potential* (ranked high to low by MPI for the entire adopter database)

Full Metropolitan Statistical Area (MSA) Name	Market Potential Index (MPI) Entire Adopter Database	Market Potential Index (MPI) Database of Adopters of Adoption-Challenged Animals
McAllen-Edinburg-Mission, TX MSA	123	136
Benton Harbor, MI MSA	122	111
Newburgh, NY-PA PMSA	122	106
Lancaster, PA MSA	122	106
Richland-Kennewick-Pasco, WA MSA	122	118
Janesville-Beloit, WI MSA	121	115
Greenville, NC MSA	121	125
Lafayette, LA MSA	121	132
Mansfield, OH MSA	121	113
Appleton-Oshkosh-Neenah, WI MSA	121	111
Salinas, CA MSA	120	116
Vineland-Millville-Bridgeton, NJ PMSA	120	110
Kokomo, IN MSA	120	111
Kalamazoo-Battle Creek, MI MSA	119	113
Fort Wayne, IN MSA	119	107
Hagerstown, MD PMSA	118	108
Lewiston-Auburn, ME MSA	117	111
Bismarck, ND MSA	117	120
Binghamton, NY MSA	116	111
Saginaw-Bay City-Midland, MI MSA	116	108
Chico-Paradise, CA MSA	116	123
Lafayette, IN MSA	115	107
Wilmington, NC MSA	115	118
Burlington, VT MSA	114	98
Lakeland-Winter Haven, FL MSA	114	115
Lawton, OK MSA	113	113
Grand Junction, CO MSA	113	114
Sioux City, IA-NE MSA	113	115
Tyler, TX MSA	113	114
Victoria, TX MSA	113	107
Knoxville, TN MSA	112	110
Lexington, KY MSA	112	109
Brownsville-Harlingen-San Benito, TX MSA	112	121
Killeen-Temple, TX MSA	111	102

*Higher-than-average market potential is shown by MPI values of more than 100.

Table 8 (continued) Metropolitan Statistical Areas (MSAs) with Higher-than-Average Market Potential*
(ranked high to low by MPI for the entire adopter database)

Full Metropolitan Statistical Area (MSA) Name	Market Potential Index (MPI)	
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals
Portland, ME MSA	110	96
Sumter, SC MSA	110	106
Sioux Falls, SD MSA	110	107
Greenville-Spartanburg-Anderson, SC MSA	110	101
Peoria-Pekin, IL MSA	109	99
Rapid City, SD MSA	109	108
Chattanooga, TN-GA MSA	109	105
Ann Arbor, MI PMSA	109	92
Corvallis, OR MSA	109	103
Pine Bluff, AR MSA	108	109
Mobile, AL MSA	108	107
Santa Fe, NM MSA	108	100
Dutchess County, NY PMSA	107	88
Champaign-Urbana, IL MSA	107	103
Lake Charles, LA MSA	107	106
Boise City, ID MSA	107	102
Gainesville, FL MSA	106	109
Auburn-Opelika, AL MSA	106	99
Greensboro--Winston-Salem--High Point, NC MSA	106	98
Syracuse, NY MSA	105	96
Evansville-Henderson, IN-KY MSA	105	95
Wichita Falls, TX MSA	105	106
Columbia, MO MSA	105	98
Little Rock-North Little Rock, AR MSA	105	100
Beaumont-Port Arthur, TX MSA	105	100
Harrisburg-Lebanon-Carlisle, PA MSA	105	93
Owensboro, KY MSA	104	100
Waco, TX MSA	104	101
Eugene-Springfield, OR MSA	104	103
Missoula, MT MSA	104	101
Elmira, NY MSA	103	98
Olympia, WA PMSA	103	97
Naples, FL MSA	103	101
Fargo-Moorhead, ND-MN MSA	103	101

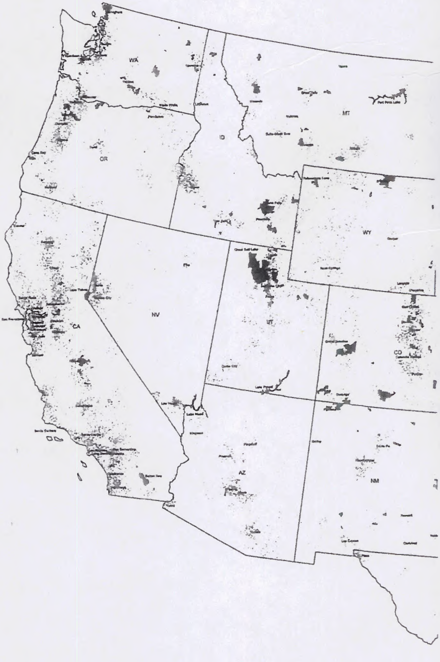
*Higher-than-average market potential is shown by MPI values of more than 100.

Table 8 (continued) Metropolitan Statistical Areas (MSAs) with Higher-than-Average Market Potential*
(ranked high to low by MPI for the entire adopter database)

Full Metropolitan Statistical Area (MSA) Name	**Market Potential Index (MPI)**	
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**
Savannah, GA MSA	103	93
Huntsville, AL MSA	103	97
Rockford, IL MSA	102	92
Monroe, LA MSA	102	100
Iowa City, IA MSA	102	96
New London-Norwich, CT-RI MSA	102	82
Tallahassee, FL MSA	102	100
York, PA MSA	101	85
Bloomington-Normal, IL MSA	101	93
Modesto, CA MSA	101	96

APPENDIX V - MAP OF ZIP CODE DATA PROVIDED BY BLM

See map on next page.

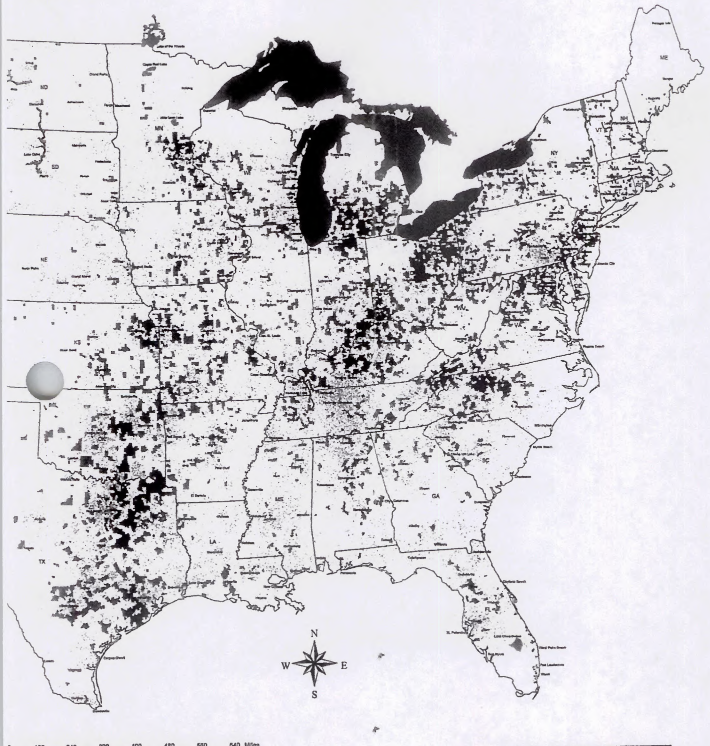


All BLM Wild Horse and Burro Adopters as of October 27, 2000
☐ 1 Dot = 1 Adopter
▨ Areas showing (25 or more farms with horses) and (less than 5 adopters) per 100 square miles

This map shows areas that have above average concentrations of farms with horses and lower than average concentrations of BLM adopters.

Based on National Agricultural Statistics Service, 1997 Census of Agriculture, Zip Code Tabulations and Bureau of Land Management ASPEN data query of 10-27-2000.

tential New Markets


ND
SD
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0 160 240 320 400 480 560 640 Miles

bers Equal-Area (Conterminous US)

U.S. Department of the Interior
Bureau of Land Management
Eastern States
Jackson Field Office
Jackson, Mississippi
November, 2000

APPENDIX VI – BLM LIST OF PAST ADOPTION LOCATIONS AND NUMBER OF HORSES ADOPTED

FY Year		State	Town	Number Adopted
1995	AZ	AZ	Elfrida	32
			Flagstaff	60
			Tucson	92
	CA	CA	Bakersfield	56
			Chico	61
			Del Mar	61
			Eureka	51
			Litchfield	20
			San Luis Obispo	59
			Turlock	55
			Vallejo	44
	CO	CO	Brighton	53
			Canon City	147
			Montrose	58
	ES-JFO	AL	Montgomery	69
		AR	Ft Smith	142
			Monticello	152
		FL	Marianna	120
		GA	Carrollton	155
		KY	Lexington	82
		LA	Covington	93
			Deridder	111
		MS	Gulfport	100
			Jackson	125
			Tupelo	74
			Verona	124
		SC	Clemson	175
			Columbia	91
		TN	Cross Plains	921
		VA	Culpeper	146
	ES-MFO	IA	*Des Moines*	145
		IL	Peoria	108
		MI	Mason	123
		MN	St Paul	167
			Windom	136
		MO	Passaic	147
			W Plains	193
		OH	Columbus	135
		PA	York Sps	129
		VT	Rutland	55
		WI	Jefferson	144
		WV	Brigdgeport	90
	MT	MT	Miles City	167
		ND	Carson	80
		SD	Belle Fourc	93
			Gettysburg	57
	NM	KS	Garden City	45
			Topeka	66
			Wichita	56
		OK		41
			Helena	48
			Lindsay	88
			OK City	57
		TX	Abliene	78
			Amarillo	66
			Bryan	89
			El Paso	58
			Glen Rose	128

			Kingsville	31
	NV	NV	Las Vegas	64
	OR	OR	Eugene	60
		WA	Odessa	30
	UT	UT	Salt Lake	55
	WY	NE	Elm Ck	654
			Kearney	11
				11
Total Number Adopted at Events				7,234
Number of Events				65
Total for FY including Facilities				9,539

FY Year		State	Town	Number Adopted
1996	AZ	AZ	Flagstaff	46
			Kingman	22
	CA	CA	Folsom	33
			Bakersfield	14
			Litchfield	25
			Paso Robles	66
			Red Bluff	47
			Ridgecrest	102
	CO	CO	Canon City	141
			Grand Jct	17
	ES-JFO	AL	Decatur	93
		AR	Monticello	117
		(AK)	Berryville	135
		(AK)	Springdale	195
		FL	Quincy	29
		KY	Lexington	144
		MS	Gulfport	58
			Tupelo	118
		NC	Ashville	126
		SC	N Augusta	116
		TN	Cross Plains	518
			Knoxville	211
		VA	Lexington2	91
	ES-MFO	DE	Harrington	72
		IA	Des Moines	105
		IL	Peoria	40
		IN	Indianapolis	123
		MI	Mason	130
		MN	Windom	91
		MO	Columbia2	122
			Passaic	91
			W Plains	109
		OH	Columbus	135
		VT	Rutland	110
		WI	Jefferson	74
	MT	MT	Billings	11
			Butte	187
		ND	Dickinson	96
	NM	KS	Salina	65
		NM	Albuquerque	67
			NM04	22
		OK	Helena	70
			Lindsay	55
			OK City	95
		TX	Beaumont	66
			El Paso	35
			Glen Rose	59
			Greenville	72
			San Antonio	84
			Tyler	67
	WY	NE	Elm Ck	867
Total Number Adopted at Events				5,584
Number of Events				51
Total for FY including Facilities				7,960

FY Year		State	Town	NumberAdopted
1997	AZ	AZ	Apache Jct	50
			Flagstaff	23
			Tucson	46
			Yuma	43
	CA	CA	Bakersfield	12
			Litchfield	37
			Paso Robles	47
			Ridgecrest	16
			Rio Linda	46
			Santa Rosa	30
			Turlock	28
	CO	CO	Canon City	360
			Denver	21
			Greeley	39
	ES-JFO	AL	Cullman	148
			Troy	62
		AR	Ft Smith	50
			Pottsville	121
		FL	Newberry	94
		GA	Atlanta	69
			Conyers	56
			Waycross	158
		LA	Covington	122
			Shreveport	82
		SC	Anderson	97
			Sumter	51
		TN	Cross Plains	805
			Knoxville	82
		VA	Herndon	90
	ES-MFO	DE	Harrington	43
		IA	Des Moines	101
			Waterloo	74
		IN	Indianapolis	92
		MI	Escanaba	39
			Mason	135
		MN	Windom	97
		MO	Coumbia2	159
			Passiac	100
		OH	Columbus	101
		VT	Rutland	76
		WI	Jefferson	73
		WV	Bridgeport	154
	ID	ID	Filer	73
			Lewiston	56
	MT	MT	Great Falls	83
		ND	Dickinson	47
			Richardton	34
	NM	KS	Salina	36
		NM	Tulsa	36
		OK	Helena	60
			Lindsay	74
			Muskogee	82
			OK City	60
		TX	Belton	22
			Decatur	44
			Glen Rose	54
			Los Fresnos	34
			Lubbock	37
			Mt Pleasant	91
			Nacogdoches	95
			Robstown	15
			Rosenberg	60

			San Antonio	32
	NV	NV	Elko	12
			Las Vegas	64
			Pahrump	11
	UT	UT	Salt Lake	40
	WY	NE	Elm Ck	842
Total Number Adopted at Events				6,223
Number of Events				68
Total for FY including Facilities				8,636

FY Year		State	Town	Number Adopted
1998	AZ	AZ	Kingman	91
			Tucson	46
	CA	CA	Antioch	15
			Del Mar	53
			Eureka	50
			Lancaster	74
			Bakersfield	14
			Litchfield	12
			Perris	58
			Pomona	39
			Ridgecrest	26
			Santa Barbara	45
			Turlock	66
			Vallejo	37
			Yreka	51
	CO	CO	Breen	14
			Canon City	252
			Denver	23
			Sterling	31
	ES-JFO	AL	Decatur	103
			New Brockton	53
		AR	Hope	65
			Springdale	87
		FL	Green Cove Sps	48
			Wauchula	49
		GA	Conyers	133
		KY	Lexington	63
		LA	Alexandria	86
		MS	Gulfport	37
			Jackson	115
		SC	Clemson	139
			Columbia	98
		TN	Cross Plains	826
			Knoxville	88
			Memphis	42
		VA	Lexington2	41
	ES-MFO	DE	Harrington	37
		IA	Waterloo	98
		IL	Decatur	62
		IN	Indianapolis	95
		MI	Mason	95
		MN	Crookston	78
			Windom	116
		MO	Cape Girardeau	54
			Passaic	44
			W Plains	78
		NY	Ithaca	25
		OH	Columbus	47
		VT	Rutland	65
		WI	Jefferson	109
	ID	ID	Boise	91
			Salmon	11
	MT	MT	Britton Sps	34
			Missoula	19
		ND	Dickinson	54
		SD	Belle Fouche	67
			Edgemont	74
			Hot Sps	70
	NM	KS	Kingman	29
		NM	Albuquerque	11
			OK City	46
		OK	Checotah	38

			Helena	12
			Lindsay	95
			OK City	51
		TX	Abilene	19
			Beaumont	33
			Bryan	43
			Glen Rose	62
			Henderson	13
			Jasper	31
			Los Fresnos	23
			Pasadena	18
			Victoria	52
			Wichita Falls	27
	NV	NV	Elko	21
			Winnemucca	23
	OR	OR	Burns	56
		WA	Odessa	23
			Puyallup	26
	UT	UT	Salt Lake	210
	WY	NE	Elm Ck	358
		WY	Gillette	38
			Riverton	89
			Rock Sps	113
			Sheridian	17
Total Number Adopted at Events				6,070
Number of Events				85
Total for FY Including Facilities				7,684

FY Year		State	Town	Number Adopted
1999	AZ	AZ	Apache Jct	22
			Kingman	146
	CA	CA	Antioch	35
			Colusa	24
			Del Mar	35
			El Centro	37
			Hollister	51
			Litchfield	49
			Norco	72
			Red Bluff	49
			Ridgecrest	74
			Roseville	31
			Sacramento	22
			Santa Maria	39
			Tulare	59
			Turlock	20
			Ukiah	42
			Victorville	73
	CO	CO	Canon City	227
			Denver	44
	ES-JFO	AL	Clayton	56
			New Brockton	86
		AR	Springdale	75
		FL	Quincy	118
		GA	Conyers	41
		LA	Baton Rouge	66
		MS	Jackson	89
			Tupelo	64
		NC	Asheville	68
			Wilmington	57
		SC	Clemson	133
		TN	Cross Plains	769
		VA	Lexington2	120
	ES-MFO	DE	Harrington	28
		IA	Waterloo	77
		IL	Bloomington	49
			Geff	30
		IN	Edinburgh	45
		MA	Springfield	61
		MI	Mason	34
		MN	Windom	52
		MO	Columbia2	29
			Jackson	59
			W Plains	84
		NY	Ithaca	50
		OH	Columbus	73
		PA	Washington	15
		WI	Jefferson	93
	ID	ID	Boise	82
			Coeur d Alene	35
			Twin Falls	56
	MT	MT	Boseman	34
			Miles City	20
			Polson	92
		SD	Belle Fouche	19
			Sisseton	56
	NM	KS	Dodge City	29
		NM	Albuquerque	21
		OK	Durant	53
			Lindsay	87
			OK City	18
			Pauls Valley	47

			Stillwater	28
		TX	Glen Rose	34
			Henderson	34
			Houston	19
			Lubbock	14
			Victoria	29
			Witchia Falls	37
	NV	NV	Las Vegas	23
	OR	OR	Burns	25
			Canby	47
			Klamath Falls	20
		WA	Odessa	13
			Puyallup	25
	UT	UT	Salt Lake	16
	WY	NE	Chadron	21
			Elm Ck	321
			Scotts Bluff	66
		WY	Casper	48
			Riverton	179
			Wheatland	12
Total Number Adopted at Events				5,332
Number of Events				81
Total for FY including Facilities				6,708

FY Year		State	Town	Number Adopted
2000	AZ	AZ	Apache Jct	
			Cave Ck	21
			Kingman	25
			Flagstaff	
			Show Low	
			Sonoita	26
			Willcox	
			Yuma	
	CA	CA	Bishop	
			Burbank	
			Chico	
			Indio	
			Litchfield	
			Perris	
			Ridgecrest	27
			Roseville	
			Tulare	42
			Ventura	31
	CO	CO	Burlington	
			Canon City	126
			Meeker	
	ES-JFO	AL	New Brockton	
			Northport	
		AR	Hope	
			Springdale	
		FL	Ocala	80
		GA	Conyers	33
			Waycross	51
		KY	Louisville	
		LA	Lake Charles	45
			Monroe	34
		MS	Hattiesburg	
			Jackson	71
		NC	Asheville	37
			Williamston	
		SC	Columbia	
		TN	Cross Plains	181
			Knoxville	
			Memphis	30
		VA	Lexington2	
	ES-MFO	DE	Harrington	
		IA	Waterloo	
		IL	Bloomington	
		IN	Edinburgh	
		MN	Windom	31
		MO	Columbia2	
			Cape Girardeau	
			Passaic	37
			W Plains	
		NJ	Branchville	
		OH	Columbus	41
		PA	Anville	21
			Washington	
		VT	Rutland	
		WI	Jefferson	
	ID	ID	Coeur d Alene	
			Rexburg	
			Salmon	
			Twin Falls	36
			Weiser	
	MT	MT	Glasgow	
			Harve	

			Lewistown	
			Red Lodge	
		ND	Richardton	
		SD	Ft Meade	
	NM	KS	Dodge City	
			Topeka	
		OK	Kellyville	
			Helena	
			Pauls Valley	55
		TX	Bryan	
			Glen Rose	37
			Los Fresnos	21
			Pasadena	
			Seguin	22
			Victoria	51
			Wichita Falls	
	NV	NV	Las Vegas	17
			Parhump	
			Reno	
	OR	OR	Burns	
			Canby	
			Grants Pass	
		WA	Ellensburg	
			Longview	
			Spokane	
	UT	UT	Delta	
			Kanab	
			Salt Lake	23
			S Jordan	
			Spanish Fork	
	WY	NE	Beatrice	
			Elm Ck	192
		WY	Afton	
			Buffalo	
			Laramie	
			Riverton	
			Rock Sps	
Total Number Adopted at Events				1,444
Number of Events				**99**
Total for FY including Facilities				**2,076**

FY Year		State	Town	Number Adopted
2001	AZ	AZ	Apache Jct	
			Cave Ck	
			Kingman	
			Flagstaff	
			Show Low	
			Sonoita	
			Willcox	
			Yuma	
	CA	CA	Bishop	
			Burbank	
			Chico	
			Indio	
			Litchfield	
			Perris	
			Ridgecrest	
			Roseville	
			Tulare	
			Ventura	
	CO	CO	Canon City	
			Cortez	
			Ft Collins	
			Maybell	
	ES-JFO	AL	New Brockton	
			Northport	
		AR	Hope	
			Springdale	
		FL	Ocala	
		GA	Conyers	
			Waycross	
		KY	Louisville	
		LA	Lake Charles	
			Monroe	
		MS	Hattiesburg	
			Jackson	
		NC	Asheville	
			Williamston	
		SC	Columbia	
		TN	Cross Plains	
			Knoxville	
			Memphis	
		VA	Lexington2	
	ES-MFO	DE	Harrington	
		IA	Waterloo	
		IL	Bloomington	
		IN	Edinburgh	
		MN	Windom	
		MO	Columbia2	
			Cape Girardeau	
			Passaic	
			W Plains	
		NJ	Branchville	
		OH	Columbus	
		PA	Anville	
			Washington	
		VT	Rutland	
		WI	Jefferson	
	ID	ID	Coeur d Alene	
			Rexburg	
			Salmon	
			Twin Falls	
			Weiser	
	MT	MT	Glasgow	

			Harve	
			Lewistown	
			Red Lodge	
		ND	Richardton	
		SD	Ft Meade	
	NM	NM	New Mexico	
		KS	Dodge City	
			Topeka	
		OK	Helena	
			Pauls Valley	
			Tulsa	
		TX	Belton	
			Henderson	
			Madisonville	
			Nacogdoches	
			Odessa	
			Seguin	
			Victoria	
	NV	NV	Las Vegas	
			Nevada	
	OR	OR	Burns	
			W Oregon	
			W Oregon	
		WA	W Washington	
			W Washington	
			W Washington	
	UT	UT	Logan	
			Nephi	
			Ogden	
			Parowan	
			Salt Lake	
			Tooele	
			Wellington	
	WY	NE	Elm Ck	
			Ogallala	
			McCook	
		WY	Newcastle	
			Rawlins	
		"	Riverton	
			Rock Sps	
			Worland	
Total Number Adopted at Events				
Number of Events				103
Total for FY including Facilities				

APPENDIX VII - COMBINED FHR AND BLM RESULTS - WHERE POTENTIAL ADOPTERS ARE BEST FOUND

Fleishman-Hillard Research and the Bureau of Land Management (BLM) have worked independently to identify locations in the contiguous 48 states optimal for reaching potential wild horse and burro adopters, and thus optimal for holding adoption events. As part of its market assessment of the Wild Horse and Burro program, Fleishman-Hillard Research employed geodemographic profiling of past adopters to characterize them in terms of who they are, how they live, and where people similar to them are likely to be found. This information was employed to identify best possible adoption site locations, while the BLM has cross-referenced and mapped zip codes where past adopters reside and zip codes where farms with horses exist. Both methods are beneficial and supply useful information, therefore Fleishman-Hillard Research joined the results of each to provide the strongest guide for adoption site identification.

Following are detailed descriptions of: (1) Fleishman-Hillard Research's methods, (2) the BLM's research methods, and (3) the union of the results of both methodologies.

Fleishman-Hillard Research: Geodemographic Analysis of the BLM's Adopter Database

As part of the Claritas, Inc. PRIZM geodemographic analysis, metropolitan statistical areas were identified that have higher-than-average potential to contain wild horse/burro adopters. The system calculates a market potential index (MPI) that shows the market potential for a profile of wild horse adopters for metropolitan statistical areas in the U.S. Each of the MPI values shown in the following state tables is a national index of the propensity to be wild horse adopters, weighted to reflect the PRIZM clusters present within the market. Simply said, the PRIZM analysis profiled the characteristics of past adopters, based on their zip codes, and then identified MSAs containing similar people.

Only those MSAs with an MPI value of more than 100 (higher-than-average) for all adopters are presented in the following tables. As illustration as to how to interpret the MPI values, the analysis shows that the Merced, California MSA should be one of the best markets for reaching wild horse adopters, based on demographics alone (see the California table in the following pages). The MPI of 233 shows that residents of this MSA should be 133% more likely than the national average to be wild horse adopters.

The Bureau of Land Management's Research: Cross-Reference of zip Codes of Past Adopters and of Farms Reporting Horses

Independent of the Fleishman-Hillard geodemographic analysis, Bob Schoolar with the Bureau of Land Management's Eastern States office has worked to map and cross-reference the zip codes of past adopters[6] and of farms reporting horses and ponies,[7] which demonstrate a strong correlation. As a result, he developed a database of zip code areas with significant concentrations of past adopters (five or more adopters per 100 square miles) and farms with horses (25 or more farms with horses per 100 square miles).

Combining the Two Research Data Sets To Identify Optimal Locations for Wild Horse/Burro Adoption Events Based on Historic, Infrastructure, and Demographic Data

A cross-reference of the separate research of Fleishman-Hillard Research and the Bureau of Land Management provides, by state, a listing of the optimal sites to hold wild horse/burro adoption events based on:

- History (represented by locations of past adopters)
- Infrastructure (represented by locations of farms with horses)
- Demographics (represented by locations of people with the demographic and psychographic, or lifestyle characteristics of past adopters)

Since the results of the geodemographic analysis are presented in units of metropolitan statistical areas (MSAs) and the results of the BLM's analysis are

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[6] Using the BLM's database of past adopters – BLM, ASPEN, Wild Horse and Burro database, query of all adopters prior to October 2000.

[7] According to the National Agricultural Statistics Service, 1997 Census of Agriculture, using the field titled "horses and ponies of all ages inventory, total farms."

in units of zip codes, an MSA-to-zip code cross-referencing database file was purchased from Claritas, Inc. in order to facilitate union of the data. Results are presented in the tables on the following pages.

How to Interpret State-By-State Tables

A separate table of results is listed for each state, and each presents:

- The state's metropolitan statistical areas and corresponding counties (column 1).
- The Market Potential Index (MPI) values resulting from the PRIZM geodemographic analysis for both the entire adopter database and the smaller subset of adopters of adoption-challenged animals. As a reminder, only MPI values of more than 100 (higher-than-average) for all adopters are presented. The MPI values appear in columns 2 and 3 of the tables.
- Indicators (✓) of whether one or more zip codes[8] within each MSA appeared on the BLM's list of zip code areas with significant concentrations of past adopters (five or more adopters per 100 square miles) and farms with horses (25 or more farms with horses per 100 square miles). The indicators are shown by county within each MSA. The indicators appear in column 4 of the tables.
- MSAs which both methodologies show to be promising are highlighted. While all areas identified by either Fleishman-Hillard Research's work or the BLM's work are good potential areas for finding adopters, areas identified by both methodologies are optimal.
- MSAs that include more than one state are presented in each state table. For example, the Fort Smith, AR-OK MSA appears in both the Arkansas and Oklahoma tables.

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[8] The MSA to zip code cross-referencing tables do not provide detailed information concerning the number of zip codes within each MSA appeared on the BLM's list of zip codes with significant concentrations of past adopters and farms with horses.

Alabama

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Anniston, AL	142	141	
Calhoun County			✓
Auburn-Opelika, AL	106	99	
Lee County			
Birmingham, AL			
Blount County			✓
Jefferson County			✓
St. Clair County			✓
Shelby County			
Decatur, AL	162	166	
Lawrence County			✓
Morgan County			✓
Dothan, AL	146	149	
Dale County			✓
Houston County			✓
Huntsville, AL	103	97	
Limestone County			✓
Madison County			✓
Florence, AL	149	155	
Colbert County			✓
Lauderdale County			✓
Gadsden, AL	134	134	
Etowah County			✓
Mobile, AL	108	107	
Baldwin County			✓
Mobile County			✓
Montgomery, AL			
Autauga County			
Elmore County			✓
Montgomery County			✓
Tuscaloosa, AL			
Tuscaloosa County			✓
Columbus, GA-AL			
Russell County			✓
Alabama counties not in MSAs: Marshall, Cullman, Geneva, Jackson, Chilton, DeKalb, Walker, Butler, Chambers, Franklin, Coffee			✓

Arkansas			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Fayetteville-Springdale-Rogers, AR	154	161	
Benton County			✓
Washington County			✓
Fort Smith, AR-OK	163	178	
Crawford County			✓
Sebastian County			✓
Jonesboro, AR	155	169	
Craighead County			✓
Little Rock-North Little Rock, AR	105	100	
Faulkner County			✓
Lonoke County			✓
Pulaski County			✓
Saline County			✓
Memphis, TN-AR-MS			
Crittenden County			
Pine Bluff, AR	108	109	
Jefferson County			
Texarkana, TX-AR	148	156	
Miller County			
Arkansas counties not in MSAs: Pope, Van Buren, Yell, Carroll, Conway, Franklin, Baxter, Johnson, Independence, Cleburne, White, Prairie, Madison, Perry, Logan, Searcy, Izard, Howard, Clay, Fulton			✓

Arizona

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Flagstaff, AZ-UT Coconino County	151	160	
Las Vegas, NV-AZ Mohave County			
Phoenix-Mesa, AZ Maricopa County Pinal County			✓
Tucson, AZ Pima County			✓
Yuma, AZ Yuma County	154	180	✓
Arizona counties not in MSAs: Yavapai, Graham			✓

California

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Bakersfield, CA	143	155	
Kern County			✓
Chico-Paradise, CA	116	123	
Butte County			✓
Fresno, CA	137	149	
Fresno County			✓
Madera County			✓
Los Angeles-Long Beach, CA			
Los Angeles County			✓
Merced, CA	233	261	
Merced County			✓
Modesto, CA	101	96	
Stanislaus County			✓
Oakland, CA			
Alameda County			✓
Contra Costa County			✓
Orange County, CA			
Orange County			✓
Redding, CA	129	128	
Shasta County			✓
Riverside-San Bernardino, CA			
Riverside County			✓
San Bernardino County			✓
Sacramento, CA			
El Dorado County			✓
Placer County			✓
Sacramento County			✓
Salinas, CA	120	116	
Monterey County			✓
San Diego, CA			
San Diego County			✓
San Francisco, CA			
Marin County			✓
San Francisco County			✓
San Mateo County			✓
San Jose, CA			
Santa Clara County			✓
San Luis Obispo-Atascadero-Paso Robles, CA	123	113	
San Luis Obispo County			✓

California (continued)

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Santa Barbara-Santa Maria-Lompoc, CA			
Santa Barbara County			✓
Santa Cruz-Watsonville, CA			
Santa Cruz County			✓
Santa Rosa, CA			
Sonoma County			✓
Stockton-Lodi, CA			
San Joaquin County			✓
Vallejo-Fairfield-Napa, CA			
Napa County			✓
Solano County			✓
Ventura, CA			
Ventura County			✓
Visalia-Tulare-Porterville, CA	224	254	
Tulare County			✓
Yolo, CA			
Yolo County			✓
Yuba City, CA	172	184	
Sutter County			✓
Yuba County			✓
California counties not in MSAs: Modoc, Humboldt, Mendocino, Tuolumne, Tehama, Siskiyou, Nevada, Amador, Kings, Lassen, Plumas, Glenn, Calveras, San Benito, Lake			✓

Colorado

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Boulder-Longmont, CO			
Boulder County			✓
Colorado Springs, CO			
El Paso County			✓
Denver, CO			
Adams County			✓
Arapahoe County			✓
Denver County			✓
Douglas County			✓
Jefferson County			✓
Fort Collins-Loveland, CO			
Larimer County			✓
Grand Junction, CO	113	114	
Mesa County			✓
Greeley, CO	195	194	
Weld County			✓
Pueblo, CO			
Pueblo County			✓
Colorado counties not in MSAs: Delta, Elbert, Eagle, Montrose, Fremont, Garfield			✓

Connecticut			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Hartford, CT Hartford County Middlesex County Tolland County			✓
New Haven-Bridgeport-Stamford-Waterbury-Danbury, CT Fairfield County New Haven County			✓
New London-Norwich, CT New London County	102	82	
Connecticut counties not in MSAs: Windham			

Delaware			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Dover, DE Kent County	138	128	✓
Wilmington-Newark, DE-MD New Castle County			
Delaware counties not in MSAs: Sussex			✓

Florida			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Daytona Beach, FL			
Flagler County			
Volusia County			✓
Jacksonville, FL			
Clay County			
Duval County			✓
Nassau County			
St. Johns County			
Fort Lauderdale, FL			
Broward County			✓
Fort Myers-Cape Coral, FL			
Lee County			✓
Fort Pierce-Port St. Lucie, FL			
Martin County			
St. Lucie County			✓
Fort Walton Beach, FL			
Okaloosa County			✓
Gainesville, FL	106	109	
Alachua County			✓
Lakeland-Winter Haven, FL	114	115	
Polk County			✓
Melbourne-Titusville-Palm Bay, FL			
Brevard County			✓
Miami, FL			
Dade County			✓
Naples, FL	103	101	
Collier County			
Ocala, FL	139	156	
Marion County			✓
Orlando, FL			
Lake County			✓
Orange County			✓
Osceola County			✓
Seminole County			✓
Panama City, FL			
Bay County			
Pensacola, FL			
Escambia County			✓
Santa Rose County			

Florida (continued)

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Punta Gorda, FL			
Charlotte County			
Sarasota-Bradenton, FL			
Manatee County			✓
Sarasota County			✓
Tallahassee, FL	102	100	
Gadsden County			
Leon County			✓
Tampa-St. Petersburg-Clearwater, FL			
Hernando County			✓
Hillsborough County			✓
Pasco County			✓
Pinellas County			
West Palm Beach-Boca Raton, FL			
Palm Beach County			✓
Florida counties not in MSAs: Washington, Sumter, Dixie, Jackson, Columbia, Putnam, Suwannee, Indian River, Levy, Habersham			✓

Georgia			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Albany, GA			
Dougherty County			
Lee County			
Athens, GA	123	121	
Clarke County			✓
Madison County			✓
Oconee County			
Atlanta, GA			
Barrow County			✓
Bartow County			✓
Carroll County			✓
Cherokee County			✓
Clayton County			
Cobb County			
Coweta County			
DeKalb County			
Douglas County			✓
Fayette County			✓
Forsyth County			
Fulton County			✓
Gwinnett County			✓
Henry County			✓
Newton County			
Paulding County			✓
Pickens County			
Rockdale County			
Spalding County			✓
Walton County			✓
August-Aiken, GA-SC			
Columbia County			✓
McDuffie County			
Richmond County			✓
Chattanooga, TN-GA	109	105	
Catoosa County			
Dade County			✓
Walker County			
Columbus, GA-AL			
Chattahoochee County			
Harris County			
Muscogee County			✓

Georgia (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Macon, GA Bibb County Houston County Jones County Peach County Twiggs County			✓
Savannah, GA Bryan County Chatham County Effingham County	103	93	
Georgia counties not in MSAs: Habersham, Hart, Jackson, Franklin, Hall, Whitfield, Colquitt, Coffee, Gilmer, Crawford, Gordon, Chattooga, Upson, Ware			

Iowa

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Cedar Rapids, IA			
Linn County			✓
Davenport-Moline-Rock Island, IA-IL			
Scott County			
Iowa City, IA	102	96	
Johnson County			✓
Des Moines, IA			
Dallas County			✓
Polk County			✓
Warren County			✓
Dubuque, IA	139	138	
Dubuque County			✓
Omaha, NE-IA			
Pottawattamie County			✓
Sioux City, IA-NE	113	115	
Woodbury County			✓
Waterloo-Cedar Falls, IA			
Black Hawk County			✓
Iowa counties not in MSAs: Wayne, Butler, Story, Cass, Sac, Boone, Marion, Lucas, Union, Poweshiek, Shelby, Bremer, Van Buren, Tama, Buchanan, Carroll, Grundy, Chickasaw, Washington, Hamilton, Hancock, Iowa, Decatur, Delaware, Jackson, Clayton, Ringgold, Taylor, Madison, Winneshiek, O'Brien, Marshall, Appanoose, Keokuk, Muscatine, Clarke			✓

Idaho			
	PRIZM Market Potential Index (MPI)		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Boise City, ID	107	102	
Ada County			✓
Canyon County			✓
Pocatello, ID			
Bannock County			✓
Idaho counties not in MSAs: Twin Falls, Cassia, Custer, Gem, Benewah, Payette, Bear Lake, Gooding, Jerome, Minidoka, Owyhee, Butte, Bonneville, Shoshone, Jefferson, Latah, Fremont, Nez Perce, Blaine, Bingham, Kootenai, Franklin, Madison, Teton, Washington, Gooding			✓

Illinois

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Bloomington-Normal, IL	101	93	
McLean County			✓
Champaign-Urbana, IL	107	103	
Champaign County			✓
Chicago, IL			
Cook County			✓
DeKalb County			
DuPage County			✓
Grundy County			
Kane County			✓
Kendall County			
Lake County			✓
McHenry County			✓
Will County			
Davenport-Moline-Rock Island, IA-IL			
Henry County			
Rock Island County			✓
Decatur, IL			
Macon County			✓
Kankakee, IL	127	123	
Kankakee County			
Peoria-Pekin, IL	109	99	
Peoria County			✓
Tazewell County			
Woodford County			
Rockford, IL	102	92	
Boone County			
Ogle County			
Winnebago County			
St. Louis, MO-IL			
Clinton County			
Jersey County			
Madison County			✓
Monroe County			
St. Clair County			✓
Springfield, IL			
Menard County			
Sangamon County			✓

Illinois (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Illinois counties not in MSAs: Effingham, Williamson, Johnson, Jo Daviess, Hardin, Cumberland, Pulaski, Hancock, Adams, Massac, Piatt, Jefferson, LaSalle, Crawford, Franklin, McDonough, Marion			✓

Indiana			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Bloomington, IN			
Monroe County			✓
Cincinnati, OH-KY-IN			
Dearborn County			✓
Ohio County			
Indianapolis, IN			
Boone County			✓
Hamilton County			✓
Hancock County			
Hendricks County			
Johnson County			✓
Madison County			✓
Marion County			✓
Morgan County			✓
Shelby County			
Elkhart-Goshen, IN	133	120	
Elkhart County			
Evansville-Henderson, IN-KY	105	95	
Posey County			
Vanderburgh County			
Warrick County			
Fort Wayne, IN	119	107	
Adams County			
Allen County			✓
DeKalb County			
Huntington County			
Wells County			
Whitley County			✓
Gary, IN			
Lake County			
Porter County			
Kokomo, IN	120	111	
Howard County			
Tipton County			
Lafayette, IN	115	107	
Clinton County			
Tippecanoe County			

Indiana (continued)

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Louisville, KY-IN			
Clark County			✓
Floyd County			✓
Harrison County			✓
Scott County			✓
Muncie, IN			
Delaware County			
South Bend, IN			
St. Joseph County			
Terre Haute, IN	144	144	
Clay County			✓
Vermillion County			
Vigo County			✓
Indiana counties not in MSAs: White, Washington, Jennings, Kosciusko, Dubois, Putnam, Wayne, Owen, Bartholomew, Franklin, Crawford, Randolph, Henry, Orange, Jay			✓

Kansas

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Kansas City, MO-KS			
Johnson County			✓
Leavenworth County			
Miami County			✓
Wyandotte County			✓
Lawrence, KS			
Douglas County			✓
Topeka, KS			
Shawnee County			✓
Wichita, KS			
Butler County			
Harvey County			
Sedgwick County			✓
Kansas counties not in MSAs: Wabaunsee, Sumner, Montgomery, McPherson, Norton, Jackson, Labette, Bourbon, Cherokee, Reno, Ellsworth, Anderson, Linn, Phillips, Barton, Franklin, Graham, Republic, Osage, Kingman, Pottawatomie			✓

Kentucky			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Cincinnati, OH-KY-IN			
Boone County			
Campbell County			
Gallatin County			
Grant County			✓
Kenton County			✓
Pendleton County			✓
Clarksville-Hopkinsville, TN-KY	130	125	
Christian County			
Huntington-Ashland, WV-KY-OH	144	159	
Boyd County			✓
Carter County			
Greenup County			✓
Evansville-Henderson, IN-KY	105	95	
Henderson County			
Lexington, KY	112	109	
Bourbon County			✓
Clark County			✓
Fayette County			✓
Jessamine County			✓
Madison County			✓
Scott County			✓
Woodford County			
Louisville, KY-IN			
Bullitt County			✓
Jefferson County			✓
Oldham County			
Owensboro, KY	104	100	
Daviess County			

Kentucky (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Kentucky counties not in MSAs: Allen, Clinton, Calloway, Warren, Bracken, Barren, Shelby, Nelson, Meade, Marshall, Adair, Rockcastle, Larue, Campbell, Henry, Grayson, Hart, Nicholas, Harrison, Boyle, Metcalfe, Hardin, Taylor, Pulaski, Fleming, Morgan, Graves, Franklin, Monroe, Knox, Breckinridge, Mercer, Lincoln, Ballard, Garrard, Anderson, Marion, Laurel, Butler, Spencer, Green, McCracken, Edmonson, Russell, Logan, Washington, McCreary, Livingston, Todd, Mead, Madison, Clark			✓

Louisiana			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Alexandria, LA	135	145	
Rapides County			✓
Baton Rouge, LA			
Ascension County			✓
East Baton Rouge County			✓
Livingston County			✓
West Baton Rouge County			
Houma, LA	157	169	
Lafourche County			
Terrebonne County			✓
Lafayette, LA	121	132	
Acadia County			
Lafayette County			✓
St. Landry County			
St. Martin County			
Lake Charles, LA	107	106	
Calcasieu County			✓
Monroe, LA	102	100	
Ouachita County			✓
New Orleans, LA			
Jefferson County			✓
Orleans County			✓
Plaquemines County			
St. Bernard County			
St. Charles County			
St. James County			
St. John the Baptist County			
St. Tammany County			✓
Shreveport-Bossier City, LA			
Bossier County			✓
Caddo County			✓
Webster County			✓
Louisiana counties not in MSAs: Washington, Beauregard, Caldwell, Tangipahoa, East Feliciana, Evangeline			✓

Massachusetts

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Barnstable-Yarmouth, MA			
Barnstable County			
Boston-Worcester-Lawrence-Lowell-Brockton, MA-NH			
Bristol County			
Essex County			✓
Middlesex County			
Norfolk County			
Plymouth County			
Suffolk County			
Worcester County			✓
Fitchburg, MA			
Middlesex County			✓
Pittsfield, MA			
Berkshire County			
Springfield, MA			
Franklin County			✓
Hampden County			✓
Hampshire County			✓
Massachusetts counties not in MSAs: Franklin			✓

Maryland			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Baltimore, MD			
Anne Arundel County			✓
Baltimore County			✓
Carroll County			✓
Harford County			✓
Howard County			✓
Queen Anne's County			
Baltimore City			
Cumberland, MD-WV	143	154	
Allegany County			
Hagerstown, MD	118	108	
Washington County			
Washington, DC-MD-VA-WV			
Calvert County			✓
Charles County			✓
Frederick County			✓
Montgomery County			✓
Prince George's County			
Wilmington-Newark, DE-MD			
Cecil County			✓
Maryland counties not in MSAs: St. Mary's, Wicomico			✓

Maine			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Bangor, ME Penobscot County	131	125	
Lewiston-Auburn, ME Androscoggin County	117	111	
Portland, ME Cumberland County	110	96	
Portsmouth-Rochester, NH-ME	128	109	
Maine counties not in MSAs: Kennebec, Franklin			✓

Michigan

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Ann Arbor, MI	109	92	
Lenawee County			✓
Livingston County			✓
Washtenaw County			✓
Benton Harbor, MI	122	111	
Berrien County			
Jackson, MI	137	127	
Jackson County			✓
Detroit, MI			
Lapeer County			✓
Macomb County			✓
Monroe County			✓
Oakland County			✓
St. Clair County			✓
Wayne County			✓
Flint, MI			
Genesee County			✓
Grand Rapids-Muskegon-Holland, MI			
Allegan County			✓
Kent County			✓
Muskegon County			✓
Ottawa County			✓
Kalamazoo-Battle Creek, MI	119	113	
Calhoun County			✓
Kalamazoo County			✓
Van Buren County			
Lansing-East Lansing, MI			
Clinton County			✓
Eaton County			✓
Ingham County			✓
Saginaw-Bay City-Midland, MI	116	108	
Bay County			
Midland County			
Saginaw County			
Michigan counties not in MSAs: Tuscola, Ionia, Osceola, Hillsdale, St. Joseph, Montcalm, Barry, Shiawassee, Cass, Alpena, Oceana, Gratiot, Chippewa, Isabella, Mason			✓

Minnesota

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Duluth-Superior, MN-WI	143	149	
St. Louis County			
Fargo-Moorhead, ND-MN	103	101	
Clay County			
Grand Forks, ND-MN	157	171	
Polk County			
LaCrosse, WI-MN	155	155	
Houston County			
Minneapolis-St. Paul, MN-WI			
Anoka County			
Carver County			
Chisago County			✓
Dakota County			
Hennepin County			✓
Isanti County			
Ramsey County			✓
Scott County			
Sherburne County			
Washington County			✓
Wright County			✓
Rochester, MN			
Olmsted County			✓
St. Cloud, MN	194	207	
Benton County			
Stearns County			✓
Minnesota counties not in MSAs: Douglas, Todd, Meeker, Mille Lacs, Kanabec, Steele, Wadena, Winona, Morrison, Wabasha, Martin, Rice, Fillmore, Bates, McDonald			✓

Missouri			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Columbia, MO	105	98	
Boone County			✓
Joplin, MO	169	182	
Jasper County			✓
Newton County			✓
Kansas City, MO-KS			
Cass County			✓
Clay County			✓
Clinton County			✓
Jackson County			✓
Lafayette County			✓
Platte County			
Ray County			✓
St. Joseph, MO	136	138	
Andrew County			
Buchanan County			✓
St. Louis, MO-IL			
Franklin County			✓
Jefferson County			✓
Lincoln County			
St. Charles County			✓
St. Louis County			✓
Warren County			
St. Louis City			✓
Springfield, MO	128	132	
Christian County			✓
Greene County			✓
Webster County			✓

Missouri (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Missouri counties not in MSAs: Bates, McDonald, Lawrence, Douglas, Nodaway, Morgan, Polk, Taney, Linn, Texas, Randolph, Moniteau, Barry, Howell, Cole, Johnson, Laclede, Caldwell, Stone, Pulaski, Miller, Ripley, Callaway, Ozark, Grundy, Bollinger, Worth, Sullivan, Dade, Wright, Carroll, Marion, Cape Girardeau, Oregon, Schuyler, Wayne, Lawrence, Vernon, Camden, Texas, Pettis, Henry			✓

Mississippi			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Biloxi-Gulfport-Pascagoula, MS			
Hancock County			✓
Harrison County			✓
Jackson County			✓
Hattiesburg, MS	128	135	
Forrest County			
Lamar County			
Jackson, MS			
Hinds County			✓
Madison County			✓
Rankin County			✓
Memphis, TN-AR-MS			
DeSoto County			✓
Mississippi counties not in MSAs: Tishomingo, Alcorn, Tippah, Jones, Greene, Simpson, Lee, Scott, Pearl River, Pontotoc, Monroe, Tate, Newton, Leake, Yalobusha			✓

Montana			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Billings, MT Yellowstone County			✓
Great Falls, MT Cascade County			✓
Missoula, MT Missoula County	104	101	✓
Montana counties not in MSAs: Stillwater, Rosebud, Gallatin, Silver Bow, Flathead, Ravalli, Lake, Lewis and Clark, Sheridan, Carbon, Fergus, Sanders, Custer, Park, Richland			✓

New Hampshire			
	PRIZM Market Potential Index (MPI)		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Boston-Worcester-Lawrence-Lowell-Brockton, MA-NH Hillsborough County Rockingham County Strafford County			
Portsmouth-Rochester, NH-ME	128	109	
New Hampshire counties not in MSAs: Grafton			✓

North Carolina			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Asheville, NC	128	127	
Buncombe County			✓
Madison County			✓
Charlotte-Gastonia-Rock Hill, NC-SC			
Cabarrus County			✓
Gaston County			
Lincoln County			
Mecklenburg County			✓
Rowan County			✓
Union County			✓
York County			
Fayetteville, NC			
Cumberland County			✓
Goldsboro, NC	148	151	
Wayne County			
Greensboro-Winston Salem-High Point, NC	106	98	
Alamance County			
Davidson County			✓
Davie County			
Forsyth County			✓
Guilford County			✓
Randolph County			
Stokes County			✓
Yadkin County			
Greenville, NC	121	125	
Pitt County			
Hickory-Morgantown-Lenoir, NC	144	139	
Alexander County			✓
Burke County			
Caldwell County			✓
Catawba County			✓
Jacksonville, NC	140	140	
Onslow County			
Norfolk-Virginia Beach-Newport News, VA-NC			
Currituck County			✓

North Carolina (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Raleigh-Durham-Chapel Hill, NC Chatham County Durham County Franklin County Johnston County Orange County Wake County			
Rocky Mount, NC Edgecombe County Nash County	139	146	
Wilmington, NC Brunswick County New Hanover County	115	118	
North Carolina counties not in MSAs: Columbus, Henderson, Alleghany, Cleveland, Iredell, Surry, Robeson, Transylvania, Stanly, Watauga, Clay, Wilkes			✓

North Dakota

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Bismarck, ND Burleigh County Morton County	117	120	✓
Fargo-Moorhead, ND-MN Cass County	103	101	✓
Grand Forks, ND-MN Grand Forks County	157	171	✓
North Dakota counties not in MSAs: Ward, Mountrail, Grant, Mercer, Stark, Benson			✓

Nebraska			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Lincoln, NE			
Lancaster County			✓
Omaha, NE-IA			
Cass County			
Douglas County			✓
Sarpy County			✓
Washington County			✓
Sioux City, IA-NE	113	115	
Dakota County			
Nebraska counties not in MSAs: Saunders, Madison, Knox, Gage, Custer, Saline, Buffalo, Dawson, Clay, Dawson, Hall, Scotts Bluff, Wayne, Adams, Hamilton, Valley, Antelope, Howard, Boyd, Kearney, Grafton			✓

New Jersey

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Atlantic-Cape May, NJ			
Atlantic County			
Cape May County			
Bergen-Passaic, NJ			
Bergen County			
Passaic County			
Jersey City, NJ			
Hudson County			
Middlesex-Somerset-Hunterdon, NJ			
Hunterdon County			✓
Middlesex County			
Somerset County			✓
Monmouth-Ocean, NJ			
Monmouth County			✓
Ocean County			✓
Newark, NJ			
Essex County			
Morris County			✓
Sussex County			✓
Union County			
Warren County			
Philadelphia, PA-NJ			
Burlington County			✓
Camden County			
Gloucester County			✓
Salem County			✓
Trenton, NJ			
Mercer County			✓
Vineland-Millville-Bridgeton, NJ	120	110	
Cumberland County			
New Jersey counties not in MSAs: none			

New Mexico			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Albuquerque, NM			
Bernalillo County			✓
Sandoval County			✓
Valencia County			✓
Las Cruces, NM	150	165	
Dona Ana County			✓
Santa Fe, NM	108	100	
Los Alamos County			
Santa Fe County			✓
New Mexico counties not in MSAs: Taos, Socorro, Rio Arriba, San Juan, Lincoln, Lea			✓

Nevada			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Las Vegas, NV-AZ			
Clark County			✓
Nye County			
Reno, NV			
Washoe County			✓
Nevada counties not in MSAs:			✓
Lyon			

New York

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Albany-Schenectady-Troy, NY			
Albany County			
Montgomery County			✓
Rensselaer County			✓
Saratoga County			✓
Schenectady County			✓
Schoharie County			✓
Binghamton, NY	116	111	
Broome County			✓
Tioga County			
Buffalo-Niagara Falls, NY			
Erie County			✓
Niagara County			✓
Dutchess County, NY	107	88	
Dutchess County			✓
Elmira, NY	103	98	
Chemung County			
Glens Falls, NY	196	204	
Warren County			
Washington County			✓
Jamestown, NY	160	167	
Chautauqua County			✓
Nassau-Suffolk, NY			
Nassau County			
Suffolk County			
New York, NY			
Bronx County			
Kings County			
New York County			
Putnam County			
Queens County			
Richmond County			
Rockland County			
Westchester County			
Newburgh, NY-PA	122	106	
Orange County			✓

New York (continued)

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Rochester, NY			
Genesee County			
Livingston County			✓
Monroe County			
Ontario County			✓
Orleans County			
Wayne County			✓
Syracuse, NY	105	96	
Cayuga County			
Madison County			
Onondaga County			
Oswego County			
Utica-Rome, NY	139	140	
Herkimer County			✓
Oneida County			
New York counties not in MSAs: Wyoming, Yates, Tompkins, Chenango, Steuben, Seneca, Delaware			✓

Ohio

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Akron, OH			
Portage County			✓
Summit County			✓
Canton-Massillon, OH			
Carroll County			✓
Stark County			✓
Cincinnati, OH-KY-IN			
Brown County			✓
Clermont County			✓
Hamilton County			✓
Warren County			✓
Cleveland-Lorain-Elyria, OH			
Ashtabula County			✓
Cuyahoga County			✓
Geauga County			✓
Lake County			✓
Lorain County			✓
Medina County			✓
Columbus, OH			
Delaware County			✓
Fairfield County			✓
Franklin County			✓
Licking County			✓
Madison County			
Pickaway County			
Dayton-Springfield, OH			
Clark County			✓
Greene County			✓
Miami County			✓
Montgomery County			✓
Hamilton-Middletown, OH			
Butler County			✓
Huntington-Ashland, WV-KY-OH	144	159	
Lawrence County			✓
Lima, OH	143	136	
Allen County			
Auglaize County			
Mansfield, OH	121	113	
Crawford County			
Richland County			✓

Ohio (continued)			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Parkersburg-Marietta, WV-OH	130	130	
Washington County			✓
Steubenville-Weirton, OH-WV	137	141	
Jefferson County			✓
Toledo, OH			
Fulton County			
Lucas County			✓
Wood County			
Wheeling, WV-OH	137	146	
Belmont County			✓
Youngstown-Warren, OH			
Columbiana County			✓
Mahoning County			✓
Trumball County			✓
Ohio counties not in MSAs: Wayne, Erie, Gallia, Clinton, Darke, Logan, Noble, Holmes, Preble, Sandusky, Athens, Muskingum, Marion, Scioto, Morrow, Knox, Perry, Champaign, Pike, Hancock, Union, Shelby, Adams, Ross, Morgan			✓

Oklahoma			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Enid, OK	137	139	
Garfield County			✓
Fort Smith, AR-OK	163	178	
Sequoyah County			✓
Lawton, OK	113	113	
Comanche County			✓
Oklahoma City, OK			
Canadian County			✓
Cleveland County			✓
Logan County			✓
McClain County			✓
Oklahoma County			✓
Pottawatomie County			✓
Tulsa, OK			
Creek County			✓
Osage County			✓
Rogers County			✓
Tulsa County			✓
Wagoner County			✓
Oklahoma counties not in MSAs: Pontotoc, Delaware, Jackson, Carter, Washington, Washita, Craig, LeFlore, Muskogee, Bryan, Grady, McIntosh, Kingfisher, Ottawa, Dewey, McCurtain, Payne, Choctaw, Pawnee, Marshall, Seminole, Garvin, Johnston, Love, Lincoln, Okmulgee, Noble, Pushmataha, Nowata, Kay, Mayes, Haskell, Adair, Cherokee			✓

Oregon

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Corvalis, OR Benton County	109	103	 ✓
Eugene-Springfield, OR Lane County	104	103	 ✓
Medford-Ashland, OR Jackson County	134	143	 ✓
Portland-Vancouver, OR-WA Clackamas County Columbia County Multnomah County Washington County Yamhill County Clark County			✓ ✓ ✓ ✓ ✓
Salem, OR Marion County Polk County	125	122	 ✓ ✓
Oregon counties not in MSAs: Linn, Tillamook, Klamath, Deschutes, Grant, Douglas, Union, Grant, Umatilla, Josephine, Morrow, Malheur, Wallowa, Crook, Wheeler			✓

Pennsylvania			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Allentown-Bethlehem-Easton, PA			
Carbon County			
Lehigh County			✓
Northampton County			
Altoona, PA	130	135	
Blair County			
Harrisburg-Lebanon-Carlisle, PA	105	93	
Cumberland County			✓
Dauphin County			✓
Lebanon County			✓
Perry County			✓
Erie, PA			
Erie County			
Johnstown, PA	164	185	
Cambria County			✓
Somerset County			✓
Lancaster, PA	122	106	
Lancaster County			✓
Newburgh, NY-PA	122	106	
Pike County			
Philadelphia, PA-NJ			
Bucks County			✓
Chester County			✓
Delaware County			
Montgomery County			✓
Philadelphia County			
Pittsburgh, PA			
Allegheny County			✓
Beaver County			✓
Butler County			✓
Fayette County			✓
Washington County			✓
Westmoreland County			✓
Reading, PA			
Berks County			✓
Shasta County			

Pennsylvania (continued)

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Scranton-Wilkes-Barre-Hazleton, PA			
Columbia County			✓
Lackawanna County			
Luzerne County			✓
Wyoming County			
Sharon, PA	149	156	
Mercer County			✓
State College, PA	130	123	
Centre County			✓
Williamsport, PA	127	127	
Lycoming County			
York, PA	101	85	
York County			✓
Pennsylvania counties not in MSAs: Adams, Mifflin, Indiana, Clearfield, Crawford, Venango, Tioga, Northumberland, Lawrence, Greene, Elk, Schuylkill, Clinton, Fulton, Bradford, Snyder, Wayne, Franklin, Union, Bedford			✓

Rhode Island			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
New London-Norwich, CT-RI	102	82	
Providence-Warwick-Pawtucket, RI			
Bristol County			
Kent County			
Providence County			
Washington County			✓
Rhode Island counties not in MSAs: Newport			✓

South Carolina

Full Metropolitan Statistical Area (MSA) and Corresponding Counties	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Augusta-Aiken, GA-SC			
Aiken County			✓
Edgefield County			
Charleston-North Charleston, SC			
Berkeley County			
Charleston County			✓
Dorchester County			
Charlotte-Gastonia-Rock Hill, NC-SC			
York County			✓
Columbia, SC			
Lexington County			✓
Richland County			✓
Florence, SC	144	147	
Florence County			
Greenville-Spartanburg-Anderson, SC	110	101	
Anderson County			✓
Cherokee County			
Greenville County			✓
Pickens County			✓
Spartanburg County			✓
Myrtle Beach, SC	142	149	
Horry County			✓
Sumter, SC	110	106	
Sumter County			✓
South Carolina counties not in MSAs: Greenwood, Colleton, Chesterfield, Oconee			✓

South Dakota			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Rapid City, SD Pennington County	109	108	✓
Sioux Falls, SD Lincoln County Minnehaha County	110	107	✓
South Dakota counties not in MSAs: Brown, Sully, Walworth, Union, Turner, Gregory, Hughes, Hyde, Jackson, Dewey, Butte, Meade, Lawrence, Brookings, Yankton			✓

Tennessee			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Chattanooga, TN-GA	109	105	
Hamilton County			✓
Marion County			
Clarksville-Hopkinsville, TN-KY	130	125	
Montgomery County			✓
Jackson, TN	132	130	
Chester County			
Madison County			
Johnson City-Kingsport-Bristol, TN-VA	153	165	
Carter County			✓
Hawkins County			✓
Sullivan County			✓
Unicoi County			
Washington County			✓
Knoxville, TN	112	110	
Anderson County			✓
Blount County			✓
Knox County			✓
Loudon County			✓
Sevier County			✓
Union County			✓
Memphis, TN-AR-MS			
Fayette County			✓
Shelby County			✓
Tipton County			✓
Nashville, TN			
Cheatham County			✓
Davidson County			✓
Dickson County			✓
Robertson County			✓
Rutherford County			✓
Sumner County			✓
Williamson County			✓
Wilson County			✓

Tennessee (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Tennessee counties not in MSAs: Giles, Putnam, Grainger, Coffee, Marshall, Bedford, Polk, Jackson, Hickman, Williamson, Carroll, Smith, Pickett, Bradley, Maury, Franklin, Cumberland, Wayne, Jefferson, Lincoln, DeKalb, White, Houston, Lawrence, Lauderdale, Weakley, Greene, Claiborne, Trousdale, Stewart, Campbell, Macon, Overton, Moore, Monroe, Humphreys, Warren, Humblen, Cocke, Scott, Davidson, Henry, Henderson, Cannon			✓

Texas			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Abilene, TX			
Taylor County			✓
Amarillo, TX			
Potter County			✓
Randall County			✓
Austin-San Marcos, TX			
Bastrop County			✓
Caldwell County			✓
Hays County			✓
Travis County			✓
Williamson County			✓
Beaumont-Port Arthur, TX	105	100	
Hardin County			
Jefferson County			✓
Orange County			✓
Brazoria, TX	137	124	
Brazoria County			✓
Brownsville-Harlingen-San Benito, TX	112	121	
Cameron County			✓
Bryan-College Station, TX			
Brazos County			✓
Corpus Christi, TX			
Nueces County			✓
San Patricio County			✓
Dallas, TX			
Collin County			✓
Dallas County			✓
Denton County			✓
Ellis County			✓
Henderson County			✓
Hunt County			✓
Kaufman County			✓
Rockwell County			✓

Texas (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Houston, TX			
Chambers County			
Fort Bend County			✓
Harris County			✓
Liberty County			✓
Montgomery County			✓
Waller County			✓
El Paso, TX			
El Paso County			✓
Fort Worth-Arlington, TX			
Hood County			✓
Johnson County			✓
Parker County			✓
Tarrant County			✓
Galveston-Texas City, TX			
Galveston County			✓
Killeen-Temple, TX	111	102	
Bell County			✓
Coryell County			✓
Laredo, TX			
Webb County			✓
Longview-Marshall, TX	142	151	
Gregg County			✓
Harrison County			✓
Upshur County			✓
Lubbock, TX			
Lubbock County			✓
McAllen-Edinburg-Mission, TX	123	136	
Hidalgo County			✓
Odessa-Midland, TX			
Ector County			✓
Midland County			✓
San Angelo, TX			
Tom Green County			✓
San Antonio, TX			
Bexar County			✓
Comal County			✓
Guadalupe County			✓
Wilson County			✓

Texas (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Sherman-Denison, TX	170	177	
Grayson County			✓
Texarkana, TX-AR	148	156	
Bowie County			✓
Tyler, TX	113	114	
Smith County			✓
Victoria, TX	113	107	
Victoria County			✓
Waco, TX	104	101	
McLennan County			✓
Wichita Falls, TX	105	106	
Archer County			✓
Wichita County			✓
Texas counties not in MSAs: Angelina, Altascosa, Austin, Bandera, Brown, Burleson, Burnet, Cass, Castro, Comanche, Cooke, Delta, DeWitt, Erath, Falls, Fannin, Fayette, Gonzales, Grimes, Hill, Hopkins, Hutchinson, Jasper, Lamar, Lampasas, Lee, Medina, Menard, Milam, Montague, Morris, Nacogdoches, Palo Pinto, Rusk, Shelby, Somervell, Titus, Tyler, Walker, Washington, Wharton, Wise, Wood, Van Zandt			✓

Utah			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Flagstaff, AZ-UT	151	160	
Coconino County			
Kane County			
Provo-Orem, UT			
Utah County			✓
Salt Lake City-Ogden, UT			
Davis County			✓
Salt Lake County			✓
Weber County			✓
Utah counties not in MSAs: Box Elder, Cache, Carbon, Duchesne, Millard, Sanpete, Sevier, Summit, Toole, Uintah, Wasatch, Washington, Wayne			✓

Virginia			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Charlottesville, VA	140	133	
Albemarle County			✓
Fluvanna County			
Greene County			
Charlottesville City			
Danville, VA	128	137	
Pittsylvania County			
Danville City			
Johnson City-Kingsport-Bristol, TN-VA	153	165	
Scott County			
Washington County			
Bristol City			✓
Lynchburg, VA	137	134	
Amherst County			
Bedford County			✓
Campbell County			✓
Bedford City			
Lynchburg City			
Norfolk-Virginia Beach-Newport News, VA-NC			
Gloucester County			
Isle of Wight County			
James City			
Mathews County			
York County			
Chesapeake City			
Hampton City			
Newport News City			
Norfolk City			✓
Poquoson City			
Portsmouth City			
Suffolk City			✓
Virginia Beach City			
Williamsburg City			

Virginia (continued)			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Richmond-Petersburg, VA			
Charles City			
Chesterfield County			
Dinwiddie County			
Goochland County			
Hanover County			✓
Henrico County			✓
New Kent County			
Powhatan County			
Prince George County			
Colonial Heights City			
Hopewall City			
Petersburg City			✓
Richmond City			
Roanoke, VA			
Botetourt County			✓
Roanoke County			✓
Roanoke City			
Salem City			
Washington DC-MD-VA-WV			
Arlington County			
Clarke County			
Culpeper County			✓
Fairfax County			✓
Fauquier County			✓
King George County			
Loudoun County			
Prince William County			
Spotsylvania County			
Stafford County			
Warren County			
Alexandria City			✓
Fairfax City			
Falls Church City			✓
Fredericksburg City			
Manassas City			
Manassas Park City			

Virginia (continued)

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Virginia counties not in MSAs: Patrick, Smyth, Rappahannock, Russell, Tazewell, Augusta, Pulaski, Galax, Rockbridge, Accomack, Lee, Nelson, Giles, Frederick, Shenandoah, Winchester, Carroll			✓

Vermont			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	Entire Adopter Database	Database of Adopters of Adoption-Challenged Animals	
Burlington, VT Chittenden County Franklin County Grand Isle County	114	98	✓
Vermont counties not in MSAs: Orleans, Orange, Franklin			✓

Washington			
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**PRIZM Market Potential Index (MPI)**		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
	Entire Adopter Database	**Database of Adopters of Adoption-Challenged Animals**	
Bellingham, WA Whatcom County	136	127	✓
Bremerton, WA Kitsap County			✓
Olympia, WA Thurston County	103	97	✓
Portland-Vancouver, OR-WA Clark County			✓
Richland-Kennewick-Pasco, WA Benton County Franklin County	122	118	✓
Seattle-Bellevue-Everett, WA Island County King County Snohomish County			✓ ✓ ✓
Spokane, WA Spokane County			✓
Tacoma, WA Pierce County			✓
Yakima, WA Yakima County	226	254	✓
Washington counties not in MSAs: Mason, Cowlitz, Lewis, Jefferson, Clallum, Grays Harbor, Douglas, San Juan, Pacific, Skagit, Okanogan, Walla Walla			✓

Wisconsin

	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Appleton-Oshkosh-Neenah, WI	121	111	
Calumer County			
Outagamie County			✓
Winnebago County			
Duluth-Superior, MN-WI	143	149	
Douglas County			
Eau Claire, WI	184	199	
Chippewa County			
Eau Claire County			✓
Green Bay, WI			
Brown County			✓
Janesville-Beloit, WI	121	115	
Rock County			✓
Kenosha, WI			
Kenosha County			
LaCrosse, WI-MN	155	155	
LaCrosse County			✓
Madison, WI			
Dane County			✓
Milwaukee-Waukesha, WI			
Milwaukee County			
Ozaukee County			
Washington County			✓
Waukesha County			✓
Minneapolis-St. Paul, MN-WI			
Pierce County			✓
St. Croix County			✓
Racine, WI			
Racine County			✓
Sheboygan, WI	128	115	
Sheboygan County			✓
Wausau, WI	202	204	
Marathon County			✓
Wisconsin counties not in MSAs: Polk, Richland, Shawano, Monroe, Iowa, Buffalo, Clark, Jefferson, Dunn, Waupaca, Grant, Vernon, Sauk, Wood, Crawford			✓

West Virginia			
	PRIZM Market Potential Index (MPI)		**Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses**
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Charleston, WV	128	134	
Kanawha County			✓
Putnam County			✓
Cumberland, MD-WV	143	154	
Mineral County			
Huntington-Ashland, WV-KY-OH	144	159	
Cabell County			✓
Wayne County			
Parkersburg-Marietta, WV-OH	130	130	
Wood County			✓
Steubenville-Weirton, OH-WV	137	141	
Brooke County			
Hancock County			
Washington DC-MD-VA-WV			
Berkeley County			✓
Jefferson County			✓
Wheeling, WV-OH	137	146	
Marshall County			
Ohio County			✓
West Virginia counties not in MSAs: Harrison, Jackson, Ritchie, Marion, Greenbrier, Summers, Preston, Monongalia, Braxton, Wetzel, Lewis, Roane, Gilmer, Monroe, Doddridge			✓

Wyoming			
	PRIZM Market Potential Index (MPI)		Includes Zip(s) from List of Areas with Significant Concentrations of Adopters AND Farms with Horses
Full Metropolitan Statistical Area (MSA) and Corresponding Counties	**Entire Adopter Database**	**Database of Adopters of Adoption-Challenged Animals**	
Casper, WY Natrona County			✓
Cheyenne, WY Laramie County			✓
Wyoming counties not in MSAs: Lincoln, Big Horn, Goshen, Fremont, Uinta, Converse			✓

APPENDIX VIII - EQUINE AND AGRICULTURAL EVENTS

ALABAMA

Alabama Jubilee (Decatur) May 26
    POC: Jacklyn Bailey/Ph.(256) 350-2028
Longhorn World Championship Rodeo (Huntsville) Feb 23
    POC: W. Bruce Lehrke/ Ph. (615) 876-1016
Racking World Celebration (Decatur) Sep 21
    POC: Jacklyn Bailey/Ph. (256) 350-2028
South Alabama State Fair (Montgomery) Oct 5
    POC: Hazel Ashmore/Ph. (334) 272-6831
Alabama Horse Fair (Auburn) Fall

ARIZONA

American Indian & Western Art Show/Sale (Yuma) Jan 26
    POC: Yuma Civic & Conv. Ctr./Ph. (520) 344-3800
Arizona State Fair (Phoenix) Oct 21
    POC: Marketing Dept./Ph. (602) 252-6771
Cowboy Hall of Fame Ceremony (Willcox) Oct 4
    POC: Willcox CoC/Ph. (520) 384-2272
Rex Allen Days (Willcox) Oct 5
    POC: Willcox CoC/ph. (520) 384-2272
Arizona National Stock Show (Phoenix) Dec/Jan
    POC: Marsha Johns (Adver. & PR)/Ph 602-258-8568

ARKANSAS

Chuckwagon Races, National Championship (Clinton) Aug 31
    POC: Dan Eoff/Ph. (501) 745-8407
Longhorn World Championship Rodeo (Little Rock) Mar 2
    POC: W. Bruce Lehrke/Ph. (615) 876-1016
State Fair and Livestock Show (Little Rock) Oct 5
    POC: Arkansas State Fair/Ph. (501) 372-8341

CALIFORNIA

California State Fair (Sacramento) Aug 17
    POC: Cal Expo/Ph. (Ph. 9160 263-3000
Los Angeles County Fair (Pamona) Sep 6
    66
    POC: Sharon Autry/Ph. (909) 623-3111
Sonoma-Marin Fair (Petaluma) Jun 20
    POC: S-M Fair/Ph. (707) 283-3247
World Agriculture Expo (Tulare) Feb 13
    POC: Intl Agri-Center/Ph. (800) 999-9186
Del Mar National Horse Show (Del Mar) April
    POC: Barbara Davis 858-792-4288

Del Mar Fair (Del Mar) (Charity Fair Horse Show is held in conjunction) June
POC: Fair/Ph 858-755-1161
Grand National Rodeo, Horse, & Stock Show (San Fransisco – Cow Palace) Oct.-Nov.
POC: Grand National Office/Ph 415-469-6057

COLORADO

Burro Race (Leadville) Aug 5
POC: Leadville CoC/Ph. (719) 486-3900
National Western Stock Show and Rodeo (Denver) Jan 6
POC: Denver CoC/Ph. (800) 297-1166
Annual Colorado Classic Horse Show (Denver)
POC: Bruce Wolf/Ph 303-770-5444

CONNECTICUT

North Haven Fair (North Haven) Sep 6
POC: New Haven Visitors Bureau/Ph. (203) 777-8550
Woodstock Fair (Woodstock) Aug 31
POC: Woodstock Fair/Ph. (860) 928-3246
Road Church County Fair (Stonington) Sep 15
POC: Libby Kennedy/Ph.(860) 536-1514
Road Church Missionary Fair (Stonington) May 19
POC: Libby Kennedy/Ph. (860) 536-1514

DELAWARE

Delaware State Fair (Harrington) Jul 19
POC: Del. State Fair/Ph.(302)398-3269
Nanticoke Indian Powwow (Millsboro) Sep 8
POC: Cecile Coursey/Ph.(302) 945-3400

FLORIDA

Brighton Field Day/Rodeo (Okeechobee) Feb 17
POC: Ellen Click/Ph.(941) 763-4128
Homestead Championship Rodeo (Homestead) Feb 2
POC: Homestead Rodeo Assn./Ph.(305) 247-3515
Old Tyme Farm Days (Live Oak) Nov 23
POC: James Cornett/Ph.(904) 364-1683
Seminole Tribe Festival, Powwow & Rodeo (Hollywood) Feb 8
POC: Buster Baxley/Ph.(954) 967-3434
Florida State Fair (Tampa) Feb 8
POC: Sherry Powell/Ph.(813) 621-7821

GEORGIA

Georgia National Fair (Perry) Oct 5
POC: John P. Webb, Jr/Ph.(912) 987-3247
Praters Mill County Fair (Dalton) May 12
POC: Judy Alderman/Ph.(800) 331-3258
Steeplechase at Callaway Gardens (Pine Mountain) Nov 3
POC: Steeplechase @ Callaway Gardens/Ph.(706) 324-6252
Georgia Horse Fair (Perry) Jan.

IDAHO

Coeur d'Alene Tribal Pilgrimage (Cataldo) Aug 15
POC: Bill Scudder/Ph.(208) 682-3814
Eastern Idaho State Fair (Blackfoot) Sep 1
POC: Mgr.,Eastern Idaho St. Fair/Ph.(208) 785-2480
Mountain Man Rendezvous (Cataldo) Aug 17
POC: Roger Howard/Ph.(208) 682-3814
Snake River Stampede (Nampa) Jul 17
POC: Jimmy Hurley/Ph.(208) 466-8497
Idaho Horse Expo (Nampa) April

ILLINOIS

Horseradish Fest (Collinsville) Jun 2
POC: Collinsville CoC/Ph.(618) 344-2884
Illinois State Fair (Springfield) Aug 10
POC: Joe Saputo/Ph. (217) 782-6661
McHenry County Fair (Woodstock) May 28
POC: Woodstock CoC/Ph. (815) 338-2436
Old-fashioned Harvestfest and Fiddlers Contest (Woodstock) Sep 16
POC: Woodstock CoC/Ph. (815) 338-2436
International Livestock Expo Springfest (Springfield) March
POC: Cheryl Snyder/Ph 217-787-4653

INDIANA

Redbud Trail Rendezvous (Rochester) Apr 28
POC: Fulton Cty. Hist. Soc./Ph. (219) 223-4436
State Fair (Indianapolis) Aug 8
POC: Jeff Fites/Ph. (317) 927-7500
Trail of Courage Living-History Fest (Rochester) Sep 15
POC: Fulton Cty. Hist> Soc./Ph. (219) 223-4436
Hoosier Horse Fair & Expo (Indianapolis) April
The 2001 All American Horse Classic (Indianapolis) Sept.
POC: Steve or Claire Panke/Ph 317-271-5244

IOWA

Britt Draft Horse Day (Britt) Aug 31
    POC: Randel Hiscocks/Ph. (515) 843-4181
Civil War Reenactment (Keokuk) Apr 26
    POC: Kirk Brandenberger/Ph. (800) 383-1219
Iowa State Fair (Des Moines) Aug 9
    POC: Kathie Swift/Ph. (515) 262-3111
Iowa Horse Fair (Des Moines) Feb.

KANSAS

Ag Days-Down on the Farm (Wichita) Jul 28
    POC: Gloria Campbell/Ph. (316) 264-0671
Bullwhacker Days (Olathe) Jun 23
    POC: Bullwhacker Marketing Dept./Ph. (913) 782-6972
Cowtown's Fall County Fair (Wichita) Oct 6
    POC: Gloria Campbell/Ph. (316) 264-0671
Frontier Days (Wichita) Jul 14
    POC:Gloria Campbell/Ph. (316) 264-0671
Inter-State Fair/Rodeo (Coffeyville) Aug 11
    POC: Montgomery Cty. Fair Assn./Ph. (316)251-2550
Pony Express Fest (Hanover) Aug 26
    POC: Duane Durst/Ph. (785) 337-2635
State Fair (Hutchinson) Sep 7
    POC: Bill Ogg/Ph. (316) 669-3600

KENTUCKY

Everly Brothers Homecoming.(Central City) Sep 1
    POC: Everly Bros. Foundation/Ph. 9270) 754-2360
Kentucky Derby (Louisville) May 5
    POC: Churchill Downs/Ph. (502) 636-4400
State Fair (Louisville) Aug 26
    POC: Louisville CoC/
The Kentucky National Hunter/Jumper Show (Lexington) Sept.
    POC: Suzanne Mayo/Ph 615-790-2953
North American International Livestock Exposition (Louisville) Nov.
    POC: mainline to KY Fair and Expo Center/Ph (502) 367-5000
Equitana USA "The Great Gathering of the Equine Industry" (Louisville) June
    POC: Event/Ph 1-888-HORSES-1

LOUISIANA

Breaux Bridge Crawfish Fest (Breaux Bridge) May 4
    POC: BBCFA/Ph. (337) 332-6655
Longhorn World Championship Rodeo (Bossier) Mar 30
    POC: W. Bruce Lehrke/Ph. (615) 876-4685

MAINE

Common Ground County Fair (Unity) Sep21
    POC: Heather Spalding/Ph. (207) 568-4141
Fryeburg Fair (Freeburg) Sep 30

POC: June Hammond/Ph. (207) 935-3268
Skowhegan State Fair (Skowhegan) Aug 9
POC: Skowhegan State Fair Assn./Ph. (207) 474-2947
Horse World Expo (Timonium) Jan.
POC: Main/Ph (410) 668-2800

MARYLAND

Eighteenth-Century Market Fair and Rifle Frolic (Big Pool) Apr 26
POC: Ft. Frederick St. Pk./Ph. (301) 842-2155
Montgomery County Agricultural Fair (Gaithersburg) Aug 10
POC:Montgomery Cty.Ag. Fair/Ph. (301) 926-3100
State Fair (Timonium) Aug 24
POC: Max Mosner/Ph. (410) 252-0200

MASSACHUSETTS

Reenactment of the Boston Tea Party (Boston) Dec 9
POC: Boston Tea Party Ship/Ph. (617) 338-1773
Patriot's Day (Boston) Apr 16
POC: Boston CoC/Ph. (617) 338-1773

MICHIGAN

Longhorn Championship Rodeo (Auburn Hills) Feb 16
POC: W. Bruce Lehrke/Ph. (615) 876-1016
State Fair (Detroit) Aug 21
POC:Dept. of Ag./Ph. (313) 369-8250
Michigan Stallion Expo (East Lansing) March

MINNESOTA

Buffalo Days Celebration (Luverne) Jun 1
POC: Luverne CoC/Ph. (507) 283-4061
State Fair (St. Paul) Aug 23
POC: Minnesota St. Fair/Ph. (651) 642-2000
White Oak Rendezvous (Deer River) Aug 4
POC: Perry Vining/Ph. (218) 246-9393
Minnesota State Fair (St. Paul) April

MISSISSIPPI

Neshoba County Fair (Philadelphia) Jul 20
POC: Connie Sampsell/Ph. (601) 656-1742
Natchez Powwow (Natchez) Mar 24
POC:Jim Barnett/Ph.(601)446-6502

MISSOURI

Farmington Country Days (Farmington).Jun 1
    POC: Farmington CoC/Ph. (573) 756-1003
Missouri State Championship Racking Horse (Dexter) Jun 2
    POC: Mo.St. Chmpshp.Racking Horse Show/Ph. (573) 624-7458
North Central Missouri Fair (Trenton) Aug 1
    POC: Carol Ausberger/Ph. (660) 485-6536
State Fair (Sedalia) Aug 9
    POC: Kimberly Allen/Ph. (816) 530-5600
Trails West! (St Joseph) Aug 17
    POC: Allied Arts Council/Ph. (800) 216-7080
American Royal Livestock and Horse Show (Kansas City) Nov.
Equine Celebration (Columbia) March
Jonian Series (Columbia)
    POC: Lenard Davenprot

MONTANA

Culbertson Wagon Train (Culbertson) Sep 1
    POC: Ida Mae Forbregd/PO 639/Culbertson,MT 59218
Ennis Rodeo & Parade (Ennis) Jul 3
    POC: Pat Hamilton/Ph. (4076) 682-4700
Frontier Days (Culbertson) Jun 1
    POC: Ida Mae Forbregd/ (see PO above)
Last Chance Stampede and Fair (Helena) Jul 26
    POC: Loren Davis/Ph. (406) 442-1098
Livingston Round-up (Livingston) Jul 2
    POC: Bruce Becker/Ph. (406) 222-2905
Miles City Bucking Horse Sale (Miles City) May 18
    POC: Miles City CoC/Ph. (406) 232-2890
Montana Fair (Billings) Aug 11
    POC: Metra Park/Ph. (406) 256-2400
Mountain Man Rendezvous (Red Lodge) Jul 27
    POC: Joan Cline/Ph. (888) 281-0265
NRA/NWRA Rodeo Finals (Billings) Feb 2
    POC: Northern Rodeo Assn/Ph. (406) 252-1122
Northern Livestock Expo (Billings) Oct 13
    POC: Joyce Laughery/Ph. (406) 256-2495
Red Lodge Home of Champions Rodeo/Parade (Red Lodge) Jul 2
    POC: Red Lodge CoC/Ph. (888) 3281-0625
State Fair (Great Falls) Jul 28
    POC: Kelly Michel/Ph. (406) 727-8900
Wild Horse Stampede (Wolf Point) Jul 13
    POC: Wolf Point CoC/Ph. (406) 653-2012

NEBRASKA

Gateway Farm Expo (Kearney) May 17
POC: Kearney CoC/Ph. (800) 652-9435
Nebraska State Fair (Lincoln) Aug 24
POC: Nebraska St. Fair/Ph. (402) 474-5371
Nebraska's Big Rodeo (Burwell) Jul 26
POC: Peggy Haskell/Ph. (308) 346-5210
Nebraskaland Days/Buffalo Bill Rodeo (North Platte) Jun 8
POC: North Platte CoC/Ph. (308) 5327939
Oregon Trail Rodeo (Hastings) Sep 1
POC:Sandy Himmelberg/Ph. (402) 462-4761
River City Round-up (Omaha) Sep 19
POC: Christy Aegerter/Ph. (402) 554-9610
Triumph of Agriculture Expo Omaha) Mar 6
POC: Robert Mancuso/Ph. (402) 346-8003

NEVADA

All-Indian Rodeo and Powwow (Fallon) Jul 20
POC: Fallon CoC/Ph. (775) 423-2544
National Finals Rodeo (Las Vegas) Dec 7
POC: PRCA/Ph. (702) 260-8605
Harvest Farm Auction (Smith Valley) Oct 21
POC: Mason Valley CoC/Ph. (775) 463-2245
Reno Rodeo (Reno) Jun 16
POC: Reno Rodeo assn./Ph. (702) 329-3877
State Fair (Reno) Aug 22
POC: Gary Lubra/Ph. (775) 688-5767

NEW HAMPSHIRE

Market Square Days (Portsmouth) Jun 8
POC: Pro Portsmouth/Ph. (603) 431-5388
New Hampshire Highland Games (Lincoln) Sep 14
POC: N.H.Highland Games/Ph. (603) 229-1975

NEW JERSEY

Sussex Farm & Horse Show/New Jersey State Fair (Augusta) Aug 3
POC: Howard Worts/Ph. (973) 948-5500
Toms River Canoe Race (Toms River) Oct 13
POC: Mickey Cohen/Ph. (609) 971-3085

NEW MEXICO

Freedom Days (Farmington) Jun 30
POC: Farmington CoC/Ph. (800) 448-1240
New Mexico State Fair (Albuquerque Sep 7
POC: Albuquerque CoC/Ph. (505) 265-1791
New Mexico Horse Show (Albuquerque) July

NEW YORK

Belmont Stakes (Belmont) Jun 9

POC: NY Racing Assn./Ph. (718) 641-4700
State Fair (Syracuse) Aug 23
POC: Joseph LaGuardia/Ph. (315) 487-7711
The Hampton Classic Horse Show (Bridgehampton, Long Island) Sept. 2, 2001
POC: 631-537-3177
118th National Horse Show (Madison Square Garden) Nov.
POC: Nonnie Riter, Show Sec./Ph 732-988-7773

NORTH CAROLINA

Block House Steeplechase (Tryon) Apr 21
POC: Tyron CoC/Ph. (800) 438-3681
Tuscarora Nation Powwow (Maxton) May 18
POC: Maxton CoC/Ph. (910) 844-3352
State Fair (Raleigh) Oct 12
POC: Wesley Wyatt/Ph. M(919) 821-7400

NORTH DAKOTA

Fort Seward Wagon Trail (Jamestown) Jun 23
POC: Jamestown CoC/Ph. 701) 328-2525
Frontier Army Days (Mandon) Jun 16
POC: Chuck Erickson/Ph. (701) 663-1464
Killdeer Mountain Roundup Rodeo Days (Killdeer) Jul 1
POC: Killdeer CoC/Ph. (701) 764-5328
Mandan Jaycee Rodeo Days (Mandan) Jul 1
POC: Mandan CoC/Ph. (800) 767-3555
State Fair (Minot) Jul 20
POC: ND State Fair/Ph. (701) 857-7622

OHIO

Fair at New Boston (Springfield) Sep 1
POC: Springfield CoC/Ph. (937) 882-9216
Longhorn World Championship Rodeo (Cincinnati) Feb 9
POC: W. Bruce Lehrke/Ph. (615) 876-1016
Longhorn World Championship Rodeo (Columbus) Feb 2
POC: W. Bruce Lehrke/Ph. (615) 876-1016
Ohio State Fair (Columbus) Aug 3
POC: Ohio St. Fair/Ph. (614) 644-4000
All American Quarter Horse Congress (Columbus)
POC: Ohio Quarter Horse Assoc./Ph 740-943-2346

OKLAHOMA

International Finals Rodeo (Oklahoma City) Jan 18
POC: Jane Kirton/Ph. (405) 235-6540
Longhorn World Championship Rodeo (Tulsa) Jan 5
POC: W. Bruce Lehrke/Ph. (615) 876-1016
State Fair (Oklahoma City) Sep 14
POC: State Fair of Ok./Ph. (405) 948-6700
Will Rogers Stampede Summer Celebration (Claremore) Jun 7
POC: Claremore CoC/Ph. (918) 341-2818
Grand National & World Championship Morgan Horse Show (Oklahoma City) Oct.
POC: Peggy Hatfield, Sec./Ph 316-755--0395

OREGON

Curry County Fair (Gold Beach) Jul 26
POC: Gold Beach CoC/Ph. (800) 525-2334
Haines Stampede and Rodeo (Baker City) Jul 3
POC: Baker Cty VCB/Ph. (800) 523-1235
Hood River County Fair (Hood River) Jul 25
POC: Hood River Cty Fair/Ph. (541) 354-2865
Marion County Fair (Salem) Jul 12
POC: Mary Boedigheimer/Ph. (503) 585-9998
Oregon State Fair (Salem) Aug 23
POC: Oregon State Fair/Ph. (503) 947-3247
Pendleton Round-up (Pendleton) Sep 12
POC: PendletonRound-up Assn./Ph. (800) 457-6336
Oregon Horse Council (Albany) March

PENNSYLVANIA

Farmers and Threshermens Jubilee (New Centerville) Sep 5
POC:F&T Jubilee/Ph. (814) 926-3142
South Mountain Fair (Gettysburg) Aug 21
POC: Gettysburg CVB/Ph. (717) 334-6274
State Fair (Lancaster) Jul 27
POC:Lancaster CoC/Ph. (800) 684-7440

RHODE ISLAND

Newport Folk Fest (Newport) Aug 3
POC: Newport Cty CVB/Ph. (800) 326-6030
Newport Music Fest (Newport) Jul 13
POC: Dr. Mark Malkovich/Ph. (401) 846-1133

SOUTH CAROLINA

Longhorn World Championship Rodeo (Greenville) Mar 9
POC: W. Bruce Lehrke/Ph. (615) 876-1016
South Carolina State Fair 9 (Columbia) Oct 4
POC: SC State Fair/Ph. (803) 799-3387

SOUTH DAKOTA

Black Hills Roundup (Belle Fourche) Jul 2
POC: Belle Fourche CoC/Ph. (605) 892-2676
Black Hills Stock Show and Rodeo (Rapid City) Jan 27
POC: Rapid City CoC/Ph. (605) 355-38621
Homesteader Harvest Fest (Brandon) Sep 9
POC: Brandon CoC/Ph. (605) 5945-3824
State Fair (Huron) Jul 30
POC: Craig Atkins/Ph. (605) 353-7340

TENNESSEE

Dollywood Harvest Celebration (Pigeon Forge) Sep 29
POC: Dollywood/Ph. (865) 428-9488
National Bird Dog Field Trials (Grand Junction) Feb 12
POC: Jim Anderson/Ph. (901) 878-1067
National Longhorn Finals Rodeo (Chattanooga) Mar 16
POC: W. Bruce Lehrke/Ph. (615) 876-1016
Mule Day (Columbia) Apr 5
POC: Mule Day/Ph. (931) 381-9557

TEXAS

Houston Livestock Show and Rodeo (Houston) Feb. – March
POC: John E. Sykes Main/Ph 713-791-9000
Star of Texas Fair & Rodeo (Austin) March 3-17, 2001
POC: Main/Ph 512-919-3000
Fort Worth Stock Show (Fort Worth) Jan 19-Feb. 4, 2001
POC: Main/Ph 817-877-2400
San Antonio Stock Show (San Antonio) Feb. 3-18, 2001
POC: Horse Show Info. Office/Ph 210-225-1309
Mesquite Championship Rodeo at the Resistol Arena (Mesquite) throughout season
POC: Main Office/Ph 972-285-8777

UTAH

Dinosaur Roundup Rodeo (Vernal) Jul 11
POC: Vernal VcoC/Ph. (800) 421-9635
State Fair (Salt Lake City) Sep 6
POC: Utah St. Fair Pk./Ph. (801) 538-8440

VERMONT

State Fair (Rutland) Aug 31
POC: VT. State Fair/Ph. (802) 775-5200
Traditional Plowing Match (Woodstock) May 6
POC: Susan Plump/Ph. (802) 457-2355

VIRGINIA

Blue Ridge Draft Horse & Mule Show (Ferrum) Jul 28
POC: Ferrum College/Ph. (540) 365-4416
Bonnie Blue National Horse Show (Lexington) May 9
POC: Lex.Visitors Bureau/Ph. (540) 463-3777
Roanoke Valley Horse Show (Salem) Jun 18
POC; John Sanders/Ph. (540) 375-3004
State Fair on Strawberry Hill (Richmond) Apr 14
POC: Sue Mullins/Ph. (804) 569-3238

WASHINGTON

Viking Fest (Poulsbo) May 18
POC: Viking Fest/Ph. (360) 779-4848
Western Washington Fair (Puyallup) Sep 7
POC: Western Wash. Fair/Ph.(253) 841-5045

WEST VIRGINIA

Mountain State Forest Fest (Elkins) Sep 29
POC: MSFF/Ph.(304) 636-1824
Turkey Trot (Parkersburg) Nov 22
POC: Parkersburg CoC/Ph.(304) 424-3678
West Virginia State Fair (Lewisburg) Aug.

WISCONSIN

International Holiday Folk Fair (Milwaukee) Nov 16
POC: Holiday Folk Fair/Ph.(414) 225-6220
State Fair (Milwaukee) Aug 3
POC: Wisconsin St. Fair/Ph.(800) 884-3247
Wonago World Championship Rodeo (Milwaukee) Jun 15
POC: W. Bruce Lehrke/Ph.(615) 876-1016
Horse –A-Rama (Manitowoe) April
Midwest Horse Fair (Madison) April

WYOMING

Cheyenne Frontier Days (Cheyenne) Jul 20
POC: CFD/Ph.(800) 227-6336
Cowboy State Winter Games Sports Fest (Casper) Feb 16
POC: Eileen Ford/Ph.(307) 577-1125
Cowboy State Summer Games Sports Fest (Casper) Jun 7
POC: Eileen ford/Ph.(307) 577-1125

WASHINGTON D.C.

Washington D.C. International Horse Show
POC: Teri Collette Main/Ph 301-840-0281

APPENDIX IX - EQUINE PUBLICATION LIST

Publication	Content	Coverage/Format	Freq.	Address	City	State	Zip	Phone
The Alamo Area Horse Gazette	General interest	Regional TX; NP	Monthly	6395 Mondean St.	San Antonio	TX	78240-2565	210-641-7469
Alaska Horse Journal	All breeds/disciplines	AK; Mag.	Monthly	310 N. Harriette	Wasilla	AK	99654-7626	907-376-4470
America's Barrel Racer	Barrel Racing Industry	National/ International; Mag.	Bi-monthly	201 W. Moore, #200	Terrell	TX	75160	972-563-7001
The America's Foundation Quarter Horse Journal	Quarter Horse Bloodlines	National; Mag.	Monthly	P.O. Box 70367	Eugene	OR	97401	541-746-8333
America's Horse (Part of AQHA)	General Interest	National; Tabloid	Bi-monthly	1600 Quarter Horse Dr.	Amarillo	TX	79104	806-376-4888
The American Connemara	Connemara Breed	International; Mag.	Bi-monthly	32600 Fairmount Blvd.	Pepper Pike	OH	44214-4834	440-442-1060
American Cowboy	Western Lifestyle	National; Mag	Bi-monthly	P.O. Box 6630	Sheridan	WY	82801	307-672-7171
American Farriers Journal (Part of American Farriers Assoc)	Farrier information	U.S. & Canada; Mag.	7 issues per/yr.	P.O. Box 624	Brookfield	WI	53008-0624	262-782-4480
The American Saddlebred	Saddlebreds & General interest	International; Mag.	Bi-monthly	4093 Iron Works Pike	Lexington	KY	40511-8434	606-259-2742
The American Trackehner	Trakehner Horses	International; Mag.	Quarterly	1520 W. Church St.	Newark	OH	43055	740-344-111
American Turf Monthly	Thoroughbred Racing; handicapping/ wagering	International; Mag.	Monthly	306 Broadway	Lynbrook	NY	11563	516-599-2121
Appaloosa Journal (Part of Appaloosa Horse Club, Inc.)	Breed Info.	International; Mag.	Monthly	2720 W. Pullman Rd.	Moscow	ID	83843	208-882-5578
Arabian Horse Newspaper	Arabian horse news & info.	Regional; TX, LA, OK, AR; Tabloid	Monthly	P.O. Box 380	Dublin	TX	76446-0380	254-785-2251
Arabian Horse Times	Arabian Horses	International; Mag.	Monthly	1050 8th St., NE	Waseca	MN	56093	507-835-3204
Ask about remaining Arabian Pubs.								
Arena Talk	General Interest	Regional; OK, KS; tabloid	Monthly	P.O. Box 1090	Belle Plaine	KS	67013	316-488-3598
Arizona Horse Connection	General Interest; All Breeds/all Disciplines	Southwest U.S.; Mag.	Monthly	14821 E. Chandler Heights Rd.	Chandler	AZ	85249	480-895-1870
The Arizona Horseman (Part of Arizona State Horseman's Assoc.)	Local Equestrian News, events, & Legislation	Regional; AZ Tabloid	Bi-monthly	P.O. Box 31758	Phoenix	AZ	85046-1758	602-488-6814
The Arizona Thoroughbred	Thoroughbred race horses	Regional; AZ,CA, CO, ID, NM, UT; Mag.	Bi-monthly	P.O. Box 41774	Phoenix	AZ	85080-1774	602-942-1310
Aside World (Part of The World Sidesaddle Federation, Inc.	Sidesaddle Riding	International; Mag.	Quarterly	P.O. Box 1104	Bucyrus	OH	44820	419-284-3176
The Backstretch (Part of United Thoroughbred Trainers of American, Inc.	Issues; Thoroughbred Racing	National; Mag.	Bi-monthly	P.O. Box 7065	Louisville	KY	40257-0065	502-893-0025

Publication	Content	Coverage/Format	Freq.	Address	City	State	Zip	Phone
Barrel Horse News	Barrel racing industry	National; tabloid	Monthly	c/o Cowboy Publishing Group P.O. Box 9768	Fort Worth	TX	76147-2707	817-731-7867
Bitterroooo Reader: Horses And Stories	Stories about horses & other subjects	Gold Coast of California	Monthly	P.O. Box 622	Moor Park	CA	93020	805-553-9541
The Blood-Horse (Part of Thoroughbred Owners Assoc.)	Thoroughbred Racing & Breeding	International; Mag.	Weekly	P.O. Box 4038	Lexington	KY	40544-4038	606-278-2361
The Bluegrass Horseman	News for Saddlebreds, Roadsters and Hackneys	National; Tabloid	Semi-monthly	P.O. Box 389	Lexington	KY	40588	606-258-9420
Brayer (Part of American Donkey and Mule Society)	Donkeys, Mules, & Zebra Hybrids	International; Mag.	Bi-monthly	2901 N. Elm St.	Denton	TX	76201-7631	940-382-6845
Buckskin and Foundation Quarter Horses Magazine	Buckskins, Foundation Quarter Horses	International; Mag.	Bi-monthly	P.O. Box 2347	Waldron	AR	72958	501-637-5113
California Horsetrader	All breed, show info., industry news, general interest	Regional; Tabloid	Semi-monthly	P.O. Box 1118	San Marcos	CA	92079-1118	760-744-1184
The California Thoroughbred	CA thoroughbred news	International; Mag.	Monthly	P.O. Box 60018	Arcadia	CA	91066-6018	626-445-7800
The Carriage Journal (Part of The Carriage Association of America, Inc.)	Driving and carriages	International; Mag.	5 times per yr.	177 Pointers-Auburn Rd.	Salem	NJ	08079-4312	856-935-1616
Cascade Horseman	General Interest	Regional; Northwest U.S.; Tabloid	Monthly	P.O. Box 1390	Klamath Falls	OR	97601-1390	800-275-0788
The Cavalry Journal (Part of The United Calalry Assoc.)	Stories about U.S. Cavalry	Mag.	Quarterly	P.O. Box 2325	Ft. Riley	KS	66442-0325	785-784-5797
Christian Ranchman	Christianity in the livestock industry	International; Tabloid	Monthly	P.O. Box 7557	Fort Worth	TX	76111-7557	817-236-0023
The Chronicle of the Horse	Weekly coverage of natinal/international sport/horse events	International; Mag.	Weekly	P.O. Box 46	Middleburg	VA	20118	540-687-6341
Cutting Horse Chatter (Part of National Cutting Horse Assoc.)	Cutting horses & competition	International; Tabloid	Monthly	4704 Hwy. 377 South	Fort Worth	TX	76116-8805	817-244-6188
Draft Horse Journal	Draft horse & Mule industry	International; Mag.	Quarterly	2700 5th Ave., NW	Waverly	IA	50677	319-352-4046
Dressage Today	Dressage	International; Mag.	Monthly	656 Quince Orchard Rd. #600	Gaithersburg	MD	20878-1472	301-977-3900
The Eastern Equerry	General Interest, Local news	Northeastern New England; Mag.	Monthly	P.O. Box 367	Epping	NH	03042	603-679-9812
Endurance News	Endurance and trail news, equine health	International; Mag.	11 times/yr	119060 Hertitage Oak Place, Ste. 9	Auburn	CA	95603-4727	530-823-2260
Equestrian Connection	General interest, all breed	Regional; Mag.	Monthly	8331 Allene Creek Ct.	Citrus Heights	CA	95610-0759	916-723-7452
Equestrian Trails	General Interest, Trails	California; tabloid	Monthly	13741 Foothill Blvd. #100	Sylmar	CA	91342-3015	818-362-6819
Equiculture	General interest for horse community	PA,MD,VA,WV, DE; Mag.	Bi-monthly	1505 Knoxlyn Rd.	Gettysburg	PA	17325	717-642-6836
Publication	Content	Coverage/Format	Freq.	Address	City	State	Zip	Phone
The Equiery	Maryland equine industry	Maryland; Mag.	11 times/yr	P.O. Box 610	Lisbon	MD	21765	410-489-7826

Equiextra	Horse news & info.	TX, NM, OK, CO; Newspaper	Monthly	P.O. Box 53596	Lubbock	TX	79453	806-745-7326
Equine & Bovine Magazine	Management articles, product & press release info., equine industry, event coverage	Southeast; Tabloid	Monthly	P.O. Box 661	Pendleton	SC	29670	864-222-2513
The Equine Athlete	Care & training of Performance Horse	National; Mag.	Bi-monthly	P.O. Box 6050	Mission Viejo	CA	92690	949-855-8822
The Equine Chronicle	Stockhorse	National; Mag.	Bi-monthly	3622 NE Jacksonville Rd.	Ocala	FL	34479	352-369-1104
The Equine Image	Equine Art	International; Mag.	Bi-monthly	1003 Central Ave.	Fort Dodge	IA	50501	800-247-2000
Equine Journal	General interest	New England, NY, NJ, PA, Midwest; Tabloid	Monthly	312 Marlboro St., #37	Keene	NH	03431-4165	603-357-4271
The Equine Marketer	All breed advertising	NY, NJ, PA, DE, MD, VA;	11 times/yr	P.O. Box 3107	West Chester	PA	19381	610-431-6800
Equine Trade Journal	Hunter/Jumpers, Dressage, 3-day eventing	U.S. and Canada Mag.	Bi-monthly	P.O. Box 5299	Laguna Beach	CA	92651	949-494-2033
Equus	Equine health and behavior	International; Mag	Monthly	656 Quince Orchard Rd., #600	Gaitherburg	MD	20878-1472	301-977-3900
Flying Changes	Northwest sporthorse news	OR, WA, BC, ID, MT; Mag.	Monthly	19502 NE 134th Place	Battle Ground	WA	98604	360-687-0203
The Gaited Horse	All gaited breed horse info.	National; Mag.	Quarterly	P.O. Box 259	Elk	WA	99009	509-292-2699
The Goodpony Journal	Team training and other insights into working w/horses	National; Newsletter	Quarterly	P.O. Box 173	Upperville	VA	20185	540-364-2377
The Hackamore	General Interest		Monthly	16913 W. Brimfield-Jubilee Rd.	Brimfield	IL	61517	309-446-3741
Hoof Print	Competitive trail riding	U.S. and Canada; Tabloid	Bi-monthly	1428 W. First St.	Boone	IA	50036	515-432-8928
Hoofprints (Part of Hooved Animal Humane Society)	Humane news and general interest	National; Mag.	Quarterly	P.O. Box 400	Woodstock	IL	60098-0400	815-337-5563
Horse & Rider	Western training, instruction, horse care	International; Mag.	Monthly	1597 Cole Blvd. Ste. 350	Golden	CO	80401	303-445-4700
Horse Bits	General Interest	Regional (NY and surrounding areas; Mag.	Monthly	9417 Preston Hill Rd.	Camden	NY	13316	315-245-5086
Horse Connection	All breed	National; Mag.	Monthly	6513 W. Laurel Rd.	London	KY	40741	877-781-8881
Horse Crazy	Riders interest	National; Mag.	Bi-monthly	5638 Sweet Air Rd.	Baldwin	MD	21013-007	410-592-3466
The Horse Gazette	All breed, informative, educational	CA; Tabloid	Monthly	P.O. box 8446	Monterey	CA	93943-8446	831-582-0444
Horse Illustrated	General interest; all breed, multi-disipline	International; Mag.	Monthly	P.O. Box 6050	Mission Viejo	CA	92690-6050	949-855-8822
The Horse Journal	All breed	Kentucky; Tabloid	Monthly	184 Copper Creek Rd.	Berea	KY	40403	606-925-4256

Publication	Content	Coverage/Format	Freq.	Address	City	State	Zip	Phone
Horse Journal	General interest; performance; product review & evaluation; health & nutrition	International; Mag.	Monthly	6538 Van Buren Rd.	Warners	NY	13164-9747	315-468-0627
Horse News	All breed & disciplines	NJ.PA, Long Island, & parts of MD, DE, & NY; Tabloid	Monthly	P.O. Box 32	Flemington	NJ	08822	908-782-4747
Horse Power All Breed Newspaper	All breeds/All disciplines	Intermountain West; Tabloid	Monthly	P.O. Box 510365	Salt Lake City	UT	8451-03665	801-323-9323
Horse Professional	Business journal for people working in the horse industry	National; Tabloid	Monthly	Virgo Publishing, Inc. 3300 N. Central Ave., Ste. 2500	Phoenix	AZ	85012	480-990-1101
Horse Show (Part of American Horse Shows Association)	Competition and general interest; all breed	Internationall; Mag.	10 issues per /yr	4047 Iron Works Pkwy.	Lexington	KY	40511-8483	606-258-2472
Horse Sports	Information on the performance horse industry	National	Monthly	9500 Broadwood	Eagle	ID	83616	208-286-7036
Horse World	Saddlebreds, Morgans	National; Mag.	Monthly	730 Madison St.	Shelbyville	TN	37162-1007	931-684-8123
Horse'n Around	All breed and discipline	Regional; Tabloid	Monthly	2955 W 48th St.	Webster	MN	55088	612-652-2220
The Horse: Your Guide to Equine Health	Equine health and care	International; Mag.	Monthly	1736 Alexandria Dr.	Lexington	KY	40544-4680	606-278-2361
The Horsemen Magazine	Horse industry, general interest and all-breed information	U.S. & South America; Tabloid	Monthly	13833 Wellington Trace Rd. Unit E4, Ste. 304	Wellington	FL	33414	561-791-2501
Horsemen's Corral	All breed, all disciplines	Regional; Tabloid	Monthly	211 W. Main St.	New London	OH	44851-0110	419-929-8200
The Horsemen's Journal	Official HBPA publication	U.S., Canda, Puerto Rico	Quarterly	P.O. Box 202290	Austin	TX	78720-2290	512-5287271
Horsemen's Yankee Pedlar	Owning, riding, safety tips, grooming, feeding & health care	Greater New England	Monthly	83 Leicester St.	North Oxford	MA	01537-1001	508-987-5886
Horsepeople	Horse show world; hunter/jumper, dressage, eventing, polo, driving, western	National; Rader Pub.	Monthly	P.O. Box 100	Cross River	NY	10518	914-763-3200
Hunter and Sport Horse	Sport horse enthusiasts, exclusive articles featuring famous riders	National; .Mag.	6 times/yr	12204 Covington Rd.	Fort Wayne	IN	46804-9720	219-625-4030
Mid-South Horse Review	National and regional show coverage, grooming , vet care; also has section devoted to rodeo	Southern U.S.; Mag.	Monthly	P.O. Box 519	Somerville	TN	38068-0519	901-465-4042

American Driving Society	Ann L. Pringle Executive Dir.	P.O. Box 160 Metamora, MI 48455	810-664-8666	World Singles Driving Championship
Intercollegiate Horse Show Association	Joan Johnson Dir.-At-Large	P.O. Box 741 Stony Brook, NY 11790	516-751-2803	National Intercollegiate Horse Show
National High School Rodeo Association, Inc.	W. C. Bergin, DVM	11178 N. Huron, Ste. 7 Denver, CO 80234	General phone: 303-452-0820 Membership services 800-466-4772	National Finals High School Rodeo
North American Riding for the Handicapped	Bill Scebbi Exec. Dir.	P.O. Box 33150 Denver, CO 80233	303-452-1212	
National Steeplechase Association	Charles T. Colgan Ext. V.P.	400 Fair Hill Dr. Elkton, MD 21921	410-932-0700	
The United States Combined Training Association	Chris Shaw Advertising, Sponsorship, Trade Fair	525 Old Waterford Rd. NW Leeburg , VA 20176	703-779-0440	Annual meeting & convention
United States Dressage Federation	Robin Gifford Exec. Dir.	P.O. Box 6669 Lincoln, NE 68506	402-434-8550	USDF National Convention
The Dressage Foundation	John F. Boomer Pres. & CEO	130 North 10th St. Lincoln, NE 68508	402-434-8585	
The American Horse Trails Foundation, Inc.	Donna Field	3248 Paseo Gallita San Clemente, CA 92672	949-493-0198	
American Vaulting Association	Vicki Smith Natl. Office Mgr.	642 Alford Place Bainbridge Island, WA 98110	206-7809353	AHSA/AVA National Championships
American Warmblood Society	Jean R. Brooks Nat'l Dir.	2 Buffalo Run Rd. Center Ridge, AR 72027	501-983-2777	
International Side-Saddle Organization	Antonia Rotelle	90 Cumberland Ave. Estell Manor, NJ 08319	609-476-2976	
Professional Horsemen's Association of America	George Paterson	2009 Harris Rd. Penfield, NY 14526	716-377-4986	
United States Polo Association	George Alexander Exec. Dir.	4059 Iron Works Pkwy., Ste. 1 Lexington, KY 40511	606-255-0593	